

The Treasury

Budget 2022 Information Release

August 2022

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- [36] 9(2)(h) - to maintain legal professional privilege
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- [38] 9(2)(j) - to enable the Crown to negotiate without disadvantage or prejudice
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Treasury Report: Budget 2022 Invitations

Date:	8 October 2021	Report No:	T2021/2471
		File Number:	BM-2-1-2022-1

Action sought

	Action sought	Deadline
Hon Grant Robertson Minister of Finance	<p>Decide which proposed initiatives you would like to invite for consideration as part of Budget 2022.</p> <p>Refer your decisions on the above to Budget Ministers for their information.</p>	12 October 2021

Contact for telephone discussion (if required)

Name	Position	Telephone	1st Contact
Hamish Dick	Analyst, Budget Management	[39]	N/A (mob) ✓
Simon Duncan	Team Leader, Budget Management	[35]	

Minister's Office actions (if required)

<p>Return the signed report to Treasury.</p> <p>Refer decisions on Budget 2022 invitations to Budget Ministers (Rt Hon Jacinda Ardern and Hon Dr Megan Woods) by Wednesday 13 October 2021 for their information.</p>

Note any feedback on the quality of the report

Enclosure: Yes (attached)

Executive Summary

We seek your decisions on which initiatives to invite for consideration as part of Budget 2022. Budget 2022 is already more complex than previous Budgets. Across all portfolios, over 560 initiatives have been submitted for consideration through the Budget invitation process (including Health and Education initiatives as well as some initiatives since identified as candidates for the COVID-19 omnibus funding process). This is roughly twice the number of initiatives proposed through the Budget 2021 invitation process. A total of \$64 billion operating (four-year forecast period) and \$9.3 billion capital (ten-year forecast period) is being sought through Budget 2022, and this does not include funding for the Justice and Natural Resources clusters.

The invitation process provides you with your first opportunity to make high-level prioritisation decisions for Budget 2022 and reduce the number of initiatives submitted for consideration in December. Using the invitation process to significantly reduce the number of initiatives seeking Budget funding will enable more focused and strategic decision-making in early 2022, as well as a higher quality of submitted initiatives and analysis. Outside of Health and Education, we consider you should defer or decline at least 100 of the 380 initiatives you are asked to take an individual decision on.

To achieve a meaningful reduction in initiatives:

- **Health and Disability System Reform initiatives:** we recommend (i) you prioritise rebasing the Health system to enable Health New Zealand to meet service pressures over the interim 2-year period without incurring a deficit, and (ii) you request the Minister of Health to develop small, medium, and large packages within three allocation scenarios for discretionary investment.
- **Education portfolio initiatives:** we recommend you request the Minister of Education to submit a package for consideration of up to \$3 billion in operating funding across the forecast period (\$750 million per annum) to incentivise prioritisation.
- **Climate Emergency Response Fund (CERF) initiatives:** we recommend you accept the Treasury's recommendation to defer or decline 12 CERF initiatives and consider delivery risk and your strategic priorities for the CERF to defer or decline others.
- **Other cost pressures:** we recommend you accept the Treasury's recommendation to defer or decline 27 cost pressure initiatives. Based on your priorities for Budget 2022, you may wish to defer or decline a greater number of initiatives than those identified by the Treasury.
- **Other manifesto commitments:** while we have not provided an assessment of manifesto initiatives, we recommend you focus on phasing of commitments (across your next two Budgets) and consider the strength of alignment of proposed initiatives to actual commitments made by the Government.
- **Delivery risk:** we have identified delivery concerns with close to 200 initiatives (excluding Health and Education). This assessment may be used to defer some of these initiatives to a future Budget to better address delivery risk concerns.

We are meeting with you on Tuesday 12 October to discuss this advice and any questions you may have. Following this meeting, we ask that you refer your Budget invitation decisions to your Budget Minister colleagues. Alongside this, in the week of 18 October we will provide draft invitation letters reflecting your decisions for you to sign and send to your colleagues.

Recommended Action

We recommend that you:

- a **decide** which of the proposed cost pressure, manifesto and Climate Emergency Response Fund initiatives you wish to invite for consideration as part of Budget 2022, by indicating in Annex 1, excluding for the Education and Health portfolios
- b **note** that you have received separate advice that seeks your decisions on Budget 2022 invitations for the Health portfolio [T2021/1992 refers]
- c **agree** to invite the Minister of Education to submit a proposed Budget 2022 package within an indicative envelope of no more than \$3 billion total operating over the four-year forecast period [38]
instead of inviting specific proposed initiatives

Agree / disagree

- d **indicate** any specific initiatives you wish to be included in, or excluded from, the Education package (if any) using Annex 1
- e **refer** your decisions on recommendations a, c and d to Budget Ministers (Prime Minister and Associate Minister of Finance (Hon Dr Megan Woods)) by Wednesday 13 October 2021 for their information

Refer / do not refer

- f **note** that the Associate Minister of Finance, Hon Dr Megan Woods, will receive separate advice on whether to invite the Budget 2022 initiatives you have proposed for your Finance and Sport and Recreation portfolios, and that her decisions will also be referred to Budget Ministers, and
- g **note** that in the week of 18 October, following your decisions on recommendations a, c and d, the Treasury will provide draft Budget 2022 invitation letters for you to sign and send to your colleagues.



Simon Duncan
Team Leader, Budget Management

Hon Grant Robertson
Minister of Finance

Treasury Report: Budget 2022 Invitations

Purpose of Report

1. This report seeks your decisions on which initiatives to invite for consideration as part of Budget 2022. Our advice on invitations encompasses cost pressures and Climate Emergency Response Fund (CERF) proposals. You have received separate advice on the Minister of Health's Budget 2022 submission [T2021/1992 refers], though Disability initiatives within Vote Health are within the scope of this report, reflecting Cabinet's agreement to establish a new Ministry for Disabled People hosted by the Ministry of Social Development [CAB-21-MIN-0395 refers].
2. We understand your Office has been coordinating with the Prime Minister's Office to determine which manifesto commitments should be invited for consideration as part of Budget 2022. Given this, we have not provided Treasury advice on which proposed manifesto initiatives should be invited for consideration as part of Budget 2022.
3. Alongside providing advice on Budget 2022 invitations, Treasury Vote teams have completed a light-touch assessment of delivery risk for all proposed initiatives. This delivery risk assessment, alongside our advice on Budget 2022 invitations, is detailed in **Annex 1**.
4. We seek your decisions on Budget 2022 invitations by Tuesday 12 October 2021. Following your communication of invitation decisions, we will provide Budget 2022 invitation letters for you to sign and send to your colleagues.

Scope and Purpose of Invitation Process

5. [34]
6. Introducing an invitation-only process for Budget 2021 allowed you to take early prioritisation decisions, and significantly reduced the number of initiatives submitted into the main Budget process. This allowed Budget Ministers to focus more on the key strategic choices for investment and associated trade-offs. It also reduced wasted effort on the part of agencies and Ministers.
7. As part of the Budget 2022 strategy, Cabinet agreed to retain the invitation process for Budget 2022 [CAB-21-MIN-0349 refers].
8. Budget 2022 is divided into three streams:
 - **core Budget process:** manifesto commitments and critical cost pressures
 - **addressing long-term challenges through multi-year funding:** Climate Emergency Response Fund (CERF) and Health reforms, and
 - **Public Finance System modernisation:** Justice and Natural Resources clusters.
9. You have already communicated Budget 2022 expectations and proposed funding envelopes to cluster Ministers, so cluster initiatives (and cluster-led cross-Vote initiatives) are not within the scope of this invitation process, except for initiatives seeking funding from the CERF.

10. In addition, you have agreed that a number of cluster-related initiatives should be exempt from the Budget invitation process [T2021/2204 refers]. These include:
- cluster capital initiatives, and
 - cluster Crown entity initiatives.
11. To be considered as part of Budget 2022, all other proposed initiatives require an invitation. This report seeks your decisions on these invitations, except for those submitted by the Minister of Health. Advice on Health invitations has been provided in a separate report [T2021/1992 refers].
12. As for Budget 2021, the Associate Minister of Finance Hon Dr Megan Woods will take decisions on whether to invite you to submit initiatives in your portfolios. We will provide the Associate Minister separate advice on your proposed initiatives.

Overview of Submissions

13. Across all portfolios, 564 initiatives have been submitted for consideration as part of Budget 2022 (and this excludes invitation-exempt cluster initiatives, which will be submitted in December). This significantly exceeds the approximately 270 initiatives proposed through the Budget 2021 invitation process.
14. As detailed in Tables 1 and 2, total funding sought represents a considerable oversubscription of remaining Budget 2022 allowances. These numbers are indicative, given agencies are not required to complete detailed costings for initiatives at this stage of the Budget process.

Table 1: Headline figures (\$b)¹

Total operating sought (four-year forecast period)	64.0	Total Budget 2022 operating allowance remaining	7.8
Average per annum operating sought	16.0	Average per annum Budget 2022 operating allowance remaining	2.0
Total capital sought (ten-year forecast period)	9.3	Total multi-year capital allowance (MYCA) remaining (B22-B24)	9.8

Table 2: Funding sought by Budget stream (\$b)

Stream	Number of proposed initiatives	Average operating per annum	Total operating	Total capital
Manifesto	218	4.2	16.8	2.0
Cost pressure	245	5.3	21.1	5.7
Climate Emergency Response Fund	75	2.6	10.3	1.6
Health and Disability System Reform	26	3.9	15.8	-
Total	564	16.0	64.0	9.3

¹ Includes presumed \$4 billion top-up of the MYCA at the *Half Year Update*. Current balance is \$5.8 billion. Remaining allowances are as at 4 October 2021 and Budget 2022 forecast period applies. Includes funding sought from the CERF. Tables include initiatives submitted to the Treasury that may be progressed through the COVID-19 omnibus funding process and/or charged against the COVID-19 Response and Recovery Fund.

15. The largest quantum of funding sought relates to the Health portfolio, on which you have been provided separate advice [T2021/1992 refers].
16. While our recommended approach to prioritisation of the Health transitional package would result in a package quantum significantly smaller than that requested in the Minister of Health's Budget 2022 submission letter, the overall size of this package would still be significant (as much as ~\$4 billion operating per annum by 2023/24). Accordingly, your decisions on Budget 2022 investment in Health should both inform and be informed by your fiscal strategy and should align with investment in the COVID-19 public health response.

Strategic Choices and Risks

17. Budget 2022 has the potential to make significant progress towards the Government's goals and wellbeing objectives, particularly those addressing climate change and embedding health system reforms.
18. Budget 2022 is more complex than previous Budgets, with several different initiative types and processes. Inviting a large number of initiatives risks adding further complexity to this process and would put unrealistic pressure on agencies to develop high-quality initiatives supported by robust value-for-money analysis. This would also undermine the ability of Budget Ministers to focus on key strategic choices through the Budget 2022 package development stage.
19. The invitation process provides you with your first opportunity to make high-level prioritisation decisions for Budget 2022 and significantly reduce the number of initiatives submitted for consideration in December. This will allow us to provide you with better information and analysis on the spending choices that you have, including how these support the Government's priorities and wellbeing objectives.
20. Treasury Vote teams have provided you with recommendations on initiatives, but, based on your priorities for Budget 2022 and the fiscal strategy, you may wish to take a firmer approach to invitations in order to significantly reduce the number of initiatives under consideration.
21. If the number of initiatives seeking funding is not meaningfully reduced through the invitation process, this will likely create challenges for Ministers at the key package development and final decision-making stages of Budget 2022. In addition, progressing a large number of initiatives through the Budget 2022 invitation process increases implementation risk for the Treasury and puts pressure on our ability to coordinate a well-managed and effective Budget process.
22. A smaller number of initiatives submitted in December would also allow for higher quality value-for-money analysis and advice. Consideration of a greater number of initiatives through the key decision-making stages of the Budget process would increase the complexity involved when making trade-offs and likely lead to your decisions being made based on weaker quality evidence and poorer analysis.
23. Excluding only a small number of initiatives from consideration through the Budget 2022 invitation process would also limit the wider effectiveness of this process, including the incentives it sets and signals that it provides to agencies. As communicated through the Budget 2021 review, most agencies were supportive of the invitation process insofar as this allowed time and attention to be focused on key Government priorities and objectives. In turn, this provided for a higher quality of initiatives submitted for consideration through Budget 2021 [T2021/1793 refers].

24. Conversely, excluding too many initiatives through the Budget invitation process increases the risk of excluding critical and time-sensitive initiatives that return to Budget 2022 at a late stage (particularly with respect to cost pressures), which itself can lead to lower quality analysis and more challenging decision making. For this reason, you have greater discretion around the invitation of manifesto commitments and Climate Emergency Response Fund initiatives.

Approach to Invitations

25. Of the 203 cost pressure and CERF initiatives you are asked to take an individual decision on (this excludes the Health and Education portfolios as well as initiatives in the COVID-19 omnibus funding round and your own portfolios), Treasury Vote teams have recommended that you defer or not invite 39. In addition, there are 177 manifesto initiatives for you to take an individual decision on. As a starting point, we suggest that you aim to defer or decline at least 100 cost pressure, manifesto and CERF initiatives (excluding Health and Education) in order to reduce the initiatives submitted in December to a more manageable number.
26. In taking decisions on all invitations, we recommend you consider:
- that there is likely to be more discretion about when to fund manifesto commitments compared with cost pressures (ie, Budget 2022 or Budget 2023)
 - that some of the initiatives identified as manifesto commitments may be more appropriately classified as cost pressures and/or may not be strongly aligned to commitments that the Government has made
 - that significant capacity constraints across the system will put limits on new investment and you may wish to consider deferring initiatives with significant delivery risks
 - whether or not proposed initiatives have previously received time-limited funding from the COVID-19 Response and Recovery Fund (CRRF), and
 - whether or not you intend for the initiative as a whole to be invited in instances where the submitted initiative may include multiple distinct elements.
27. For the majority of portfolios, we recommend that you indicate in Annex 1 those initiatives you intend to invite into the Budget 2022 process based on the information that Ministers have provided. Your decisions should set clear and unambiguous boundaries around which initiatives can and cannot be submitted for consideration as part of Budget 2022.
28. Where an invited initiative has been supported by the Treasury with conditions, we will include these conditions in your draft response letter to the relevant portfolio Minister unless otherwise indicated. There are around 100 proposed initiatives to which we recommend you attach conditions, should these initiatives be invited.
29. Unless otherwise specified, invitations relate to the purpose and scope of each initiative, rather than the quantum of funding sought. This is because the funding sought for each initiative (as detailed in Annex 1) is highly indicative at this stage. For invited initiatives, detailed costings will be developed through the initiative development phase and will be submitted to the Treasury in December alongside required value-for-money analysis. The overall quantum of funding sought in December may therefore differ considerably from the indicative quantum of the initiatives that you choose to invite.

30. For some of the more significant spending portfolios and tracks, we have provided further advice below around how you may manage Budget invitations.

Health and Disability System Reform

31. We are recommending a two-pronged approach to your Budget 2022 invitation for the Health portfolio. First, we recommend you prioritise rebasing the Health system to enable Health New Zealand to meet service pressures over the interim 2-year period without incurring a deficit. Second, we recommend you request the Minister of Health develop small, medium, and large packages within three allocation scenarios for discretionary investment to incentivise prioritisation and make trade-offs clear. The separate advice you have received on the Budget 2022 invitation for Health provides further details and seeks your decisions on this approach [T2021/1992 refers].

Climate Emergency Response Fund

32. A total of 75 initiatives across 15 portfolios have been submitted seeking funding from the CERF. Funding sought totals \$11.9 billion (\$10.3 billion total operating and \$1.6 billion total capital). The most significant operating proposals include five transport mode shift initiatives [33] and the decarbonisation of heat process [33]

The most significant capital proposals include two further transport mode shift initiatives [33]

The Transport portfolio is seeking a total of \$7.4 billion of CERF funding (62% of all funding sought).

33. The Climate Change Chief Executive Board has met and discussed proposed CERF initiatives. The Board has provided the following suggestions to support the Emissions Reduction Plan (ERP) through the initiative and package development stages:

- Leveraging the enduring, multi-year nature of the CERF. This can be done by:
 - i providing funding required to support critical initiatives that need to begin soon in order to deliver over the longer term
 - ii taking a favourable view towards initiatives that support critical foundations [33] progressing work on carbon markets)
 - iii prioritising initiatives that have the greatest emissions impacts for the lowest cost, and
 - iv considering how the ERP could guide overall sequencing and phasing.
- Considering how packages of initiatives support each other and create enhanced benefits, therefore taking a nuanced view to scaling packages where they are interdependent.

34. Climate Chief Executives recommend erring on the side of supporting most initiatives into the process so that they can be developed further (provided they meet the eligibility criteria). However, they saw the following as potential areas where you could reduce the number of initiatives:

- Initiatives related to reducing agency emissions. The State Sector Decarbonisation Fund provides a potential alternative funding source for these.
- There are several areas with multiple initiatives seeking to do similar things [33] There may be opportunities to amalgamate these initiatives.

35. In addition to the comments from Climate Chief Executives, the Treasury has identified the following issues with proposed CERF initiatives:
- Several of the initiatives seeking funding from the CERF have **common delivery risks**, due to the sheer number of initiatives submitted, particularly in the Transport, Climate Change and Energy and Resources portfolios.
 - Several initiatives could be eligible for **alternative funding sources**, such as the State Sector Decarbonisation Fund or the Waste Levy. We have highlighted these in Treasury comments and recommend setting conditions for these initiatives.
 - Agencies will be expected to provide **quantified emissions impacts** where possible to support CERF initiatives in their final submissions. We are aware that these emissions impacts will influence prioritisation of the CERF package. However, we are also aware that agency capability to assess emissions impacts is limited. The Treasury will work with agencies to support them on this throughout the Budget and Emissions Reduction Plan processes.

Education

36. In his Budget 2022 submission letter, the Minister of Education proposed over 70 Budget initiatives totalling [38] total operating (across the forecast period) and \$2.8 billion total capital for Votes Education and Tertiary Education. This consists of:
- \$2.2 billion total operating in manifesto commitments, and
 - [38] total operating in cost pressures, [38]
37. In Budgets 2018 to 2021, the Minister of Education sought the equivalent of 42 to 67% of the operating allowance at this initial stage of the process; significantly more than what was allocated (typically 15 to 25% of the allowance). For Budget 2022, the equivalent of [38] of the operating allowance is sought by the Minister, highlighting the need for further prioritisation.
38. A total education package of [38] operating funding is not feasible in the current fiscal context and significant prioritisation is required. We also consider there are significant risks that the current package will not be deliverable given current market constraints, such as for labour, corporate services, and infrastructure.
39. Instead of inviting specific initiatives for consideration as part of Budget 2022 (though you may wish to indicate particular initiatives for inclusion or exclusion), we recommend you invite the Minister of Education to submit a package for consideration of up to \$3.0 billion in operating funding across the four-year forecast period (\$750 million per annum).
40. We consider a \$3 billion envelope appropriate to reduce the number of initiatives so that these may be better developed and assessed. Given the size of this envelope, we suggest this figure is used only to incentivise prioritisation (meaning that the final Budget package for Education will not necessarily be this size). When taking final Budget decisions, \$3 billion is unlikely to be manageable alongside pressures in other Votes, so care needs to be taken when setting expectations with the Minister.
41. [38]

42. [38] to ensure that the trade-offs in total investment in Education are considered. Once you have received the Minister's prioritised submission letter in December, the Treasury will be able to provide you with more detailed analysis on specific initiatives.
43. As in Budget 2021, we do not consider there is a need to provide a maximum for the capital component of the invitation, given the operating expenditure associated with any capital initiatives will need to be managed within the \$3 billion operating package. The Minister will likely be sharing his plans for Education capital investment with Cabinet shortly. At this stage, it does not look like capital will need to be considered outside of the standard Budget process.

Social Development and Employment

44. The Ministry of Social Development (MSD) is unlikely to have the capacity to deliver the proposed Budget 2022 package. MSD is already facing significant pressure stemming from its role in leading on the delivery of the Government's Welfare Overhaul work programme, including the challenges arising from delivering Child Support Pass-on and its continuing role in delivering economic and social supports for the COVID-19 response.
45. The proposed Social Development and Employment Budget 2022 package does not adequately account for agency or market constraints, nor does it outline priorities or consider sequencing.
46. [34]
47. Alongside inviting specific initiatives, we recommend that you use the Budget 2022 invite process and your invitation letter to the Minister for Social Development and Employment to indicate that you expect the Minister to submit a smaller, prioritised package including only those bids that cannot be deferred. Your letter to the Minister should communicate that you wish for the Minister to submit only her highest priority initiatives of those that are invited.

Children

48. The Minister for Children's proposed Budget 2022 initiatives should be considered in the context of Oranga Tamariki's current work to reprioritise funding within its baselines to support the new direction of the agency and the action plan that underpins this direction. Advice due to you and the Minister for Children by December will outline how funding may be reprioritised to support this new direction over a 2 to 5-year period [CAB-21-MIN-0302 refers].
49. We recommend that you use your Budget 2022 invitation letter to the Minister for Children to set out your expectations that the December joint report reprioritisation exercise is critical for final Budget 2022 decisions, as some proposed initiatives may be able to be funded from within baselines.

New Zealand Intelligence Community Initiatives

50. We understand that during your 5 October briefing on the content of the proposed New Zealand Intelligence Community (NZIC) initiatives, you expressed a preference for strong conditions on Initiatives One (13680) [33]
- On **Initiative One**, in line with your preferences we recommend that an invitation extend only to specific named and costed initiatives, which have been prepared through a cross-government approach, the details of which will be fully explained in the related November Cabinet paper. [1], [33]

[1], [33]

COVID-19 Omnibus Process

51. Ministers have proposed a number of initiatives related to the ongoing COVID-19 response. Some of these initiatives require funding more urgently than Budget 2022 but were included in Budget submission letters due to uncertainty around the scope and timing of the COVID-19 omnibus funding process.
52. You and the Minister for COVID-19 Response have subsequently taken decisions on which of these COVID-19 response initiatives should proceed through the omnibus funding process and which should proceed through Budget 2022 (in full or in part) [T2021/2386 refers]. A list of initiatives submitted through CFISnet and identified for consideration through Budget 2022 is included in Annex 1 for your information. We have assumed that initiatives we suggested be considered through Budget 2022 are automatically invited into the Budget process. However, you have the option to exclude particular initiatives by indicating in Annex 1, should you wish.

Delivery Risk Assessment

53. Despite the impacts of COVID-19, the New Zealand economy has been remarkably resilient and is operating close to capacity. However, labour shortages and other supply constraints are impacting on the ability of the public sector to deliver on the Government's previous investments and reform programmes. The ongoing response to COVID-19 is also placing further pressure on the system.
54. For Budget 2022, you have set clear expectations that Ministers and agencies maintain focus on delivering the significant investments already made over this term of Government. In taking decisions through the Budget 2022 process, we recommend you focus on ensuring that initiatives demonstrate evidence of implementation-readiness so that new investments are able to deliver the outcomes sought.
55. In order to provide you with an early indication of potential delivery risk, we have undertaken a preliminary assessment of individual initiatives, detailed in Annex 1. We have identified initial delivery concerns with nearly 200 initiatives (excluding Education and Health).

56. Some of the key themes from this assessment include:
- the impact of market constraints, including specialised workforces and construction sector capacity
 - issues with agency capability and capacity, particularly in relation to significant change or investment programmes or cost escalation around projects that the Government has already committed to fund
 - lack of evidence of proper planning and scoping of initiatives, and
 - potential duplication with existing services.
57. Given the constraints on new investment and the complexity of Budget 2022, you may wish to consider deferring initiatives with identified delivery risks to Budget 2023. Alternatively, you could set clear expectations that agencies should be working with the Treasury and other system leads to resolve any issues.
58. We will provide you with more detailed analysis around delivery risks and implementation-readiness as part of the package development stage of the Budget 2022 process.

Next Steps

Gender analysis of select initiatives

59. As agreed with your Office, following your identification of Budget 2022 initiatives to invite, we will work with the Ministry for Women to identify initiatives that are appropriate candidates for completing the Ministry's gender analysis template. Your expectation that these initiatives pilot the Ministry's gender analysis template will be included in the relevant Budget 2022 invitation letters provided for your signature next week.

Late initiatives

60. We propose that any late initiative proposals for Budget 2022 (ie, initiatives not yet submitted to the Treasury and not detailed in Annex 1) are managed on an ad hoc basis, but these do require an invitation for consideration as part of Budget 2022.
61. The bar for accepting late initiatives should be exceptionally high and, in seeking any invitations for late initiatives, Ministers should demonstrate that there have been new circumstances that justify a late request, there is a compelling case for urgency, and there is a high risk associated with not funding these proposals. Given this high bar, in some cases it may be more appropriate to manage such requests against the Between-Budget Contingency (or CRRF).

Timeline

62. We are working towards the following key dates:

- **Tuesday 12 October** – Finance Priorities Meeting/Budget Matters to discuss your decisions on Budget 2022 invitations and resolve any outstanding issues. Following Budget Matters, we ask that your decisions on Budget 2022 invitations are referred on to your Budget Minister colleagues.
- **Tuesday 12 October to Monday 18 October** – Based on your decisions on invitations, the Treasury will draft Budget invitation letters for you to sign and send to your colleagues.
- **Tuesday 19 October** – The Treasury will provide invitation letters that reflect your decisions on Budget 2022 invitations for you to sign and send to your Ministerial colleagues.
- **Friday 22 October** – You will receive further advice on the fiscal strategy [T2021/2424], and this will seek your in-principle agreement to Budget allowances (subject to preliminary fiscal forecasts).
- **Friday 10 December** – Submission of all Budget 2022 initiatives (including cluster initiatives).