

**Crown
Infrastructure
Delivery**
Limited

Statement of Intent

For Financial Years 2027 to 2030

Introduction

This Statement of Intent (**SOI**) is submitted by the Board of Directors (**Board**) of Crown Infrastructure Delivery Limited (**CID** or the Company), pursuant to the Crown Entities Act 2004. It sets out the Strategic Objectives for CID and how the Company will achieve those objectives for the period 1 July 2026 to 30 June 2030.

CID is a Schedule 4A company under the Public Finance Act 1989 and supports the implementation of the Government's infrastructure objectives.

CID brings its core focus on efficient, cost-effective, and safe infrastructure delivery to projects across the infrastructure lifecycle, from planning to delivery, for a wide range of Central and local government organisations.

CID's services and expertise are broad, and include:

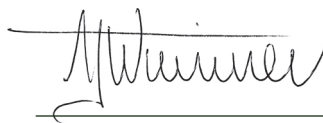
- Major project delivery.
- Project management and support services (including scheduling, finance, risk, and reporting).
- Embedded project management and support resources to support agencies with capacity constraints.
- Infrastructure advisory services.
- Business case development and drafting.
- Asset management strategy and operations.

CID has established a national presence and built a broad client base with central and, more recently, local government. Our Statement of Intent demonstrates how CID will continue to broaden its suite of services, extend its client base, and support the Crown, and central and local government clients to meet their infrastructure objectives.



Pamela Bell
Director and Board Chair

2 June 2026



Adrian Wimmers
Director and Audit & Risk
Committee Chair

2 June 2026

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Strategic Vision and Objectives

OPERATING ENVIRONMENT

Since publishing its last Statement of Intent, the Company's operating environment has changed considerably. These changes, which present both opportunities and challenges for CID, include:

- A mandate from the Government that requires parts of the Crown to utilise CID services.¹
- The shift from being an appropriation-funded entity to implementing a cost-recovery fee-for-service operating model.
- A constrained public purse, and new thinking about infrastructure means a move away from new builds towards renewals and maintenance, and better asset management.

The evolving operating environment means the following are priority areas for the Company:

Proactively securing a broad range of new clients: Mandated clients do not regularly deliver infrastructure, and in the current environment of capital constraint most of the projects they are undertaking are in the early business casing phase. To be sustainable CID needs to secure work from a broad range of clients, especially capital-intensive agencies who are not mandated to use CID.

Making the funding model work: Now that CID charges fees, clients are less focused on the quality of service than its cost to them. Being competitive in a fee-for-service environment is critical but requires adjusting the quality and quantity of our services to meet the Crown's budgetary constraints. Transitioning to fee-for-service in a low-investment environment has proved challenging, and the unpredictable nature of fee-for-service revenue creates risks around effective business planning and retaining critical core capability between projects. CID's skilled staff and dedicated focus upon project management and infrastructure success is where its value to the Crown lies.

Expanding beyond traditional operations: CID's traditional operating model involved delivering large infrastructure projects; to secure new clients and income streams it must diversify its service offerings, including more readily catering to smaller clients and offering them new services and lines of business, designed to meet clients' needs, across the infrastructure life cycle. CID has already made progress in this area, establishing a Business Case Development function and offering embedded resources as a service, as well as Asset Management services.

CID'S STRATEGIC APPROACH

CID's strategic vision, developed at the beginning of FY26, is aligned with our evolving operating context:

Building and maintaining adaptable, sustainable infrastructure for New Zealand.

In our 2026-28 Business Plan, the Company identified several objectives to support our emerging business model:

1. Diversify to provide a full spectrum of infrastructure-related services.
2. Upskill our people so they can contribute to wider service provision and revenue generation. Create new career paths and support high performers to grow.
3. Ensure all areas of operations are efficient and cost-effective. Balance excellence with affordability of services.
4. Be a client-focussed organisation.
5. Be a strong, smart and valued infrastructure partner.

¹ The CID mandate applies to all agencies that are departments, subject to Cabinet Office Circular CO (23) 9. Several 'high capability, capital-intensive' departments are excluded from the mandate including Department of Corrections, New Zealand Defence Force, and the Ministry of Education. [Treasury Circular 2025/11: The Crown Infrastructure Delivery Limited Mandate: https://www.treasury.govt.nz/sites/default/files/2025-07/treasury-circular-2025-11.pdf](https://www.treasury.govt.nz/sites/default/files/2025-07/treasury-circular-2025-11.pdf)

CID today: Proactive and adaptable

CID is choosing to see the internal and external operating environment as opportunities rather than challenges. CID has already demonstrated adaptability through the creation of new services, the deployment of new tools, and flexible utilisation of its expert staff. Further details are provided below.

Opportunity	CID response
Constrained level of infrastructure investment outside capital intensive portfolios.	<ul style="list-style-type: none"> - Greater focus on pursuing work such as: <ul style="list-style-type: none"> • Embedded project management and support resources working within client agencies. • Asset management services. • Advisory services including business case development. • Partnering with agencies from the business case stage. • Work with local government clients.
Implementation of the fee-for-service model.	<ul style="list-style-type: none"> - Deployment of non-fee generating staff into fee generating roles. - Stringent cost management. - Organisational restructures and a rebalancing of the workforce. - Implementation of new tools to increase efficiency.
Retaining high-quality staff across infrastructure peaks and troughs.	<ul style="list-style-type: none"> - Deploying senior staff across a greater number of services and projects. - Increased focus on career development for junior and intermediate-level staff. - Continued support of wider initiatives around New Zealand's infrastructure system as outlined in the Government's Response to the National Infrastructure Plan.

CID will continue to proactively seek new opportunities, highlighting its role as the answer to New Zealand's many infrastructure challenges.

CID tomorrow: New Zealand's infrastructure delivery solution

CID's ongoing adaptation to operating realities demonstrates what the Company can achieve in a short space of time and points the way forward to an exciting and expansive future for the Company.

CID is a nationally focused company, delivering a full range of end-to-end infrastructure services, covering the entire lifecycle from initial needs identification through business case development, to delivery of a built solution and ongoing management and renewal of infrastructure assets. With our recent expansion into local government work, CID's presence will grow across the regions.

CID has the people, the experience, and the systems to quickly move to address large and complex problems as well as meeting whatever smaller infrastructure needs our local and central government clients have. The Company will continue to work collaboratively to explore how it can help deliver infrastructure solutions that meet the Government's objectives, whether that be in traditional programmes of new-build infrastructure delivery, or improving asset condition data and managing asset renewal and maintenance programmes.

CID personnel are deployed on a broad range of infrastructure services and projects – from seismic strengthening work, to providing off site modular builds that fast-track increased capacity for schools and hospitals, to managing a major international convention centre for the Crown. CID is in a unique position to apply lessons learned and find efficiencies across and between traditional siloed portfolios. As a publicly owned company, CID has a 'best for government' ethos, with a focus on system outcomes rather than profit. The larger CID's portfolio, the greater its ability to provide consistency in reporting and project delivery approaches, ensuring greater transparency for officials and Ministers. CID's concentration of skills and expertise has already delivered value to existing clients. CID will continue to demonstrate this value to new clients and to Ministers.

CID will continue to pursue a sustainable funding model that ensures the Company has access to skilled personnel and the right systems to ensure successful infrastructure services for its clients. It will strike the right balance between quality and quantity of services and cost-effectiveness in an environment of fiscal constraint. A high performing CID offers the Crown downstream cost savings from infrastructure delivered and managed on time, and to budget. CID has already demonstrated this value to its existing clients and looks forward to doing so more widely.

In 2027 the Government's infrastructure system reforms will be reviewed. CID will continue to advocate for a broader role in building, maintaining and managing Crown and other public infrastructure. It will continue to deliver for its clients, working as a constructive and collaborative partner. It will apply lessons learned across its portfolio to the benefit of all clients and New Zealanders and share its insights to the wider benefit of the Crown.

How CID will deliver on this Statement of Intent

CID's Business Plan for 2027-2029 informs this Statement of Intent, and it is through actions and key performance indicators that the strategic objectives will be given effect.

The table below summarises how CID will meet its current strategic objectives.

Strategic Objectives	Actions
Diversify to provide a wide spectrum of infrastructure services.	<ul style="list-style-type: none"> • Develop new service offerings. • Increase client base to include local government clients.
Upskill our people so they can contribute to wider service provision and revenue generation. Create new career paths and support high performers to grow.	<ul style="list-style-type: none"> • Establish career pathways for each business unit. • Offer a range of ways of working with clients.
Ensure all areas of operations are efficient and cost-effective. Balance excellence with affordability of services.	<ul style="list-style-type: none"> • Implement time-recording. • Constantly review processes and policies for optimisation and efficiency gains. • Actively monitor operational expenditure.
Be a client-focussed organisation.	<ul style="list-style-type: none"> • Provide quality client support and tie feedback to performance management.
Be a strong, smart and valued infrastructure partner.	<ul style="list-style-type: none"> • Provide quality services at a reasonable and sustainable cost. • Understand and meet client and supplier needs.

The business plan, its objectives, and the actions that sit under them, are reviewed on a regular basis by Management and Board, to ensure they are aligned with the operating environment, the Company's operations, and the Government's wider direction for the infrastructure system.

Legislative Requirements and Scope of Operations

PURPOSE AND SCOPE

CID's purpose is set out in its constitution. It is:

- (a) *To provide project support and delivery services (including procurement, and preparation and review of business cases) to Project Owners for horizontal and vertical infrastructure projects and programmes:*
 - i. *in accordance with any mandate set by the government from time to time including, for example, under any Cabinet Office Circular and/or government direction; and/or*
 - ii. *as agreed between the Company and the Shareholding Ministers and/or the Company and Project Owners, from time to time*
- (b) *To act as a partner and advisor to the government and Project Owners to lead and/or support the delivery of horizontal and vertical infrastructure projects and programmes*
- (c) *To add value to the delivery of Anchor Projects, and divest and manage the Anchor Project Assets where required by, and/or agreed by the Company with, Shareholding Ministers*
- (d) *To:*
 - a. *divest; or*
 - b. *where required by, and/or agreed by the Company with, Shareholding Ministers, manage, Crown-owned Assets (including Crown-owned land, but not including Anchor Projects) in a manner that balances a desire to achieve good commercial outcomes against the Crown's regeneration objectives; and*
- (e) *To undertake any role and take any action to assist the Government with any projects and programmes, as agreed between the Company and the Shareholding Ministers from time to time.*

As part of giving effect to its purpose, the Company shall engage with and be a constructive contributor to the wider Crown infrastructure system, working with other entities as required to identify potential improvements, with the long-term view of ensuring the efficient delivery of Crown infrastructure projects and ensuring the ongoing management of infrastructure assets is performed well. CID also supports our clients in developing relationships with Iwi Māori and meeting their Te Tiriti o Waitangi responsibilities.

GOVERNANCE

Organisation Form

Incorporated under the Companies Act 1993, Crown Infrastructure Delivery Limited is a Crown-owned company listed under Schedule 4A of the Public Finance Act 1989, and subject to the Crown Entities Act 2004, the Official Information Act 1982 (**OIA**) and the Ombudsmen Act 1975.

Its shareholders are the Minister of Finance and the Minister for Infrastructure, who each hold 50% of the shares.

BOARD OF DIRECTORS

The Board is committed to a high standard of corporate governance and regulatory compliance in guiding and monitoring CID's activities. The Board currently comprises five non-executive Directors and a Chair who are appointed by the Shareholding Ministers, following Cabinet approval. Under the Company's constitution there must be no fewer than two, and no more than seven, directors.

The Board has an Audit and Risk Committee to help directors perform their duties and fulfil their responsibilities. It provides recommendations, counsel and information on accounting, reporting, risk management and responsibilities under legislation. The Committee's Terms of Reference also cover oversight of internal audit activities.

The Chief Executive is accountable to the Board and has responsibility for the management, operation and administration of CID. There is a suite of policies in place that underpin CID's business strategies, objectives and mandate, and which provide a link to day-to-day operations.

CID manages its functions and operations in a way that is consistent with its strategy, as set by the Board. The Board provides strategic direction to the Chief Executive to ensure decisions are made in the interests of the people of New Zealand and the Crown.

The Board provides governance and the assurance that CID's leadership are delivering the expected outputs. The Chief Executive has appointed a Senior Leadership Team (**SLT**) to assist in providing supervision and oversight of the day-to-day operational activities of the Company.

SHAREHOLDING MINISTERS AND MONITORING AGENCY

CID maintains regular liaison with key officials, particularly Treasury officials, and engages with Shareholding Ministers, as required. CID is open and proactive, and cooperates with the Treasury, which monitors the Company's commercial and financial performance.

CID operates in accordance with the relevant expectations set out in the Treasury's *Owner's Expectations*, particularly regarding operating in a financially responsible manner, following the 'no surprises' policy, adhering to thresholds requiring Ministerial consultation and in responding to OIA requests.

CID's constitution requires that the Shareholding Ministers approve all major transactions (i.e., those greater than \$200m).

CROWN ENTITIES ACT 2004 REQUIREMENTS

CID is subject to various sections of the Crown Entities Act 2004, as set out in its constitution, including the collective duties of the Board to the Crown and Shareholding Ministers, Crown entity subsidiaries and interface with the Companies Act 1993. In addition, CID must comply with directions from Shareholding Ministers to support a whole of government approach or under statute. The Crown Entities Act 2004 also requires the provision of information, sets certain employment requirements, and specifies restrictions on financial products, borrowing and the giving of guarantees and indemnities.

OTHER STATUTORY REQUIREMENTS

Under the Public Audit Act 2001, the Controller and Auditor General is CID's auditor.

CID complies with Cabinet Office Circular Investment Management and Asset Performance in the State Services (CO (23) 9), as a Tier 2 Investment Intensive Agency.

ORGANISATION AND OPERATIONS

CID has five business units, each headed by a member of the SLT.

The business units are:

- The Capital Projects and Advisory team which is focused on the work to support delivery of infrastructure projects and includes a specific construction health, safety and environment function.
- The Corporate Services team which includes the project support office, and the finance and information technology functions.
- The Policy, Property and Business Development group which is responsible for liaison with Crown and local government organisations, communications, stakeholder engagement, policy advice, reporting, compliance with the OIA, and leads the effort to secure new work. This group also includes the Asset Management team which manages the Te Pae Christchurch Convention Centre (**Te Pae**) and CID's developing asset management function.
- The People team which is responsible for personnel, health, safety, wellbeing and environment management.
- The Legal and Risk team, which is responsible for legal, risk, insurance, assurance, property divestment, information management and includes the Company Secretariat.

CID's activities are guided by policies and procedures that meet the tenets of good corporate discipline, with clear links to its purpose and its strategic objectives. In addition, CID's values and behaviours support the delivery of its purpose and objectives.

ORGANISATIONAL HEALTH AND CAPABILITY

CID Values and Behaviours

CID's organisational culture guides all company activities. This culture is underpinned by specific, straightforward values and behaviours expected of all personnel in undertaking their tasks.

The values are:

- Keep it simple – Kia mārama
- Make it happen – Mahia
- Do what's right - Mahi tika
- Building lasting relationships – Whiria kia ita.

Developed in consultation with staff, behaviours have been defined to 'model' and to support the CID values.

These behaviours include:

- Act with purpose and stay focused
- Do things efficiently
- Consider your audience
- Communicate clearly and consistently
- Do what you say you will do
- Promptly but properly
- Grow capability
- Be agile
- Act with integrity and respect
- Be professional and approachable
- Be courageous
- Support one another
- Be client driven
- Be curious and open minded
- Know and play your part
- Be collaborative.

HEALTH AND SAFETY

CID's vision is to be a centre of excellence in health and safety, with a culture of respect, support and collaboration, empowering our workers to live safely every day. Implementation of this vision includes maintaining a clear understanding of CID's critical risks (those that could result in death, serious injury or serious ill-health), and ensuring these risks are eliminated or minimised so far as is reasonably practicable. This vision is delivered through four strategic pillars:

- Culture and Capability – foster a positive Health and Safety culture throughout the organisation from the Boardroom to the basement
- Systems and Processes – implement Living Safely rules, improve health and safety reporting, and enhance workplace exposure monitoring
- Training and Audits – develop comprehensive training programmes and ensure effective auditing is conducted
- Technology Solutions – utilise appropriate and effective technology to support health and safety initiatives.

CAPABILITY DEVELOPMENT

CID supports its staff to achieve the Company's objectives and purpose by:

- Developing staff for their current roles, providing flexibility to move staff to other roles in the Company and preparing staff for their next career steps
- Regularly reviewing the capability of CID's people to align the available skills with the requirements of project development lifecycles
- Achieving high levels of staff engagement
- Providing a safe environment for staff
- Delivering services required to achieve the Company's objectives in a cost-effective manner
- Providing staff with reliable, secure and cost-effective technology
- Providing a sound financial and internal control environment.

CID AS A GOOD EMPLOYER

The success of CID is dependent on the technical, commercial and financial expertise of its staff. It is important that CID attracts and retains skilled staff, is a good employer and offers an attractive place to work, with a culture that is valued by employees and supports the Company to deliver on its strategic objectives and purpose.

Consistent with the State Services Commission Guidance on Expectations for Pay and Employment Conditions in the State Sector, CID employment policies aim to ensure that the Company respects its equal-opportunity responsibilities.

EMPLOYEE WELLBEING

CID is committed to retaining a highly engaged workforce. This is undertaken through various initiatives including ensuring all employees have active learning and development plans in place.

RISK APPETITE AND MANAGEMENT

The Board and leadership of CID encourage a culture that is risk aware. CID's activities are undertaken under robust processes, using sound judgement and effective communication.

CID maintains an active and regularly updated register of strategic and operational risks, managing these risks through an agreed process, and with oversight from both senior leaders and the Board.

PROCESS IN RELATION TO ACQUISITIONS

CID does not currently intend to acquire shares or interests under section 100 of the Crown Entities Act 2004. Any such acquisition would be subject to Board approval and Ministerial consent in accordance with legislative requirements.

Assessment of Performance

CID will assess its performance by setting performance targets for the Company's activities through to 2030. These targets are set annually in CID's Statement of Performance Expectations and reported in CID's Annual Report, including specific goals for infrastructure delivery, Te Pae, financial and operating efficiency, and CID's portfolio and employee health, safety and wellbeing, as set out below.

1. *Delivery of infrastructure related services*

CID will provide a range of property and infrastructure related services to government and local government organisations to improve the New Zealand infrastructure system. CID will lead, support and add value to projects by delivering the projects safely, within approved budgets, to agreed schedules and required quality standards. This will be measured through achievement of schedule, budget, quality standard and safety targets.

2. *Te Pae*

CID manages the operation of Te Pae as the building owner. The Company monitors performance of the Te Pae operator, and effective implementation of asset management strategy to ensure that agreed service levels are met in a cost-effective manner. This will be measured through achievement of net income and client satisfaction targets, and health and safety reviews.

3. *Financial and operating efficiency*

CID expects to improve its operating efficiency over time as our project portfolio grows and matures and we continue transitioning from being an appropriation-funded entity to implementing a cost-recovery fee-for-service operating model. This will be measured through achievement of operational cost, fee-for service revenue, and net operational costs as a percentage of project portfolio delivered targets.

4. *Portfolio and impact*

CID will broaden relationships across Crown and local government organisations and become a respected voice in public sector infrastructure delivery best practice. This will be measured through achievement of client satisfaction targets.

5. *Employee health, safety and wellbeing*

CID is committed to retaining a highly engaged workforce, while maintaining and nurturing a supportive company culture. This will be measured through the achievement of wellbeing initiative targets and employee Net Promoter Score targets.

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