EVENT BRIEFING

Visit to Kaikōura, 1-2 September 2025

Date:	28 August 2025	Priority:	Medium
Security classification:	In Confidence	Tracking number:	BRIEFING-REQ-0019711

Action sought		
	Action sought	Deadline
Hon James Meager Minister for the South Island	Visit the Hurunui Water Scheme.	1 September 2025
Millister for the South Island	Meet with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive, Kaikōura District Council.	
	Attend the Moana Skies Dark Skies tour.	
	Attend the Kaikōura Whale Watch tour.	2 September 2025
	Meet with members of Marlborough Chamber of Commerce.	
	Visit the Whale Trail elevation site.	

Contact for telephone discussion (if required)			
Name	Position	Telephone	1st contact
Kay Read	General Manager Regions, Kānoa – Regional Economic Development & Investment Unit (Kānoa)	Privacy of natural persons	
Cory Hagenaars	South Island Lead Advisor, Kānoa	Privacy of natural persons	✓

The following departments/agencies have been consulted		
Minister's office to complete:	☐ Approved	☐ Declined
	□ Noted	☐ Needs change
	Seen	Overtaken by Events
	☐ See Minister's Notes	Withdrawn

Comments



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Purpose

To provide background and supporting information for your attendance and participation at the following events on 1 September 2025 and 2 September 2025 with Stuart Smith, Member of Parliament for Kaikōura:

- Visit to the Hurunui Water Scheme.
- Meeting with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive, Kaikōura District Council.
- Attendance at the Moana Skies Dark Skies tour.
- Attendance at the Kaikoura Whale Watch tour.
- Meeting with members of Marlborough Chamber of Commerce.
- Visit to the Whale Trail elevation site.

Recommendations

The Ministry of Business, Innovation and Employment (MBIE) recommend you:

a **Note** the information in this briefing to support your visits to the Hurunui Water Scheme and the Whale Trail elevation site.

Noted

b **Note** the information in this briefing to support your meetings with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive, Kaikōura District Council; and members of Marlborough Chamber of Commerce.

Noted

c **Note** the information in this briefing to support your attendances at the Moana Skies Dark Skies tour and the Kaikōura Whale Watch tour.

Noted

Kay Read **General Manager Regions**Kānoa – Regional Economic Development & Investment Unit, MBIE

28 / 08 / 2025

Hon James Meager
Minister for the South Island

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Summary

1. On Monday, 1 September 2025 and Tuesday, 2 September 2025 you are visiting Kaikōura and Blenheim with Stuart Smith, Member of Parliament for Kaikōura. A full summary itinerary is below:

Time	Activity	
Monday 1 September 2025		
10.00am to 11.00am	Visit the Hurunui Water Scheme.	
1.30pm to 2.00pm	Lunch at Harris Farms Meats.	
	Details for this engagement have been organised by your office.	
3.00pm to 3.30pm	Meet with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive, Kaikōura District Council.	
6.00pm to 8.00pm	Dinner with Slava Meym, Bradley McConville and his wife, Mayor Craig Mackle and his wife, Will Doughty, Colette, and Stuart.	
	Details for this engagement have been organised by your office.	
8.00pm to 9.30pm	Attend the Moana Skies Dark Skies tour.	
Tuesday 2 September 2025		
9.45am to 10.30am	Attend the Kaikōura Whale Watch tour.	
1.00pm to 2.30pm	Meet with members of Marlborough Chamber of Commerce.	
2.30pm to 2.45pm	Media attendance.	
	Details for this engagement have been organised by your office.	
3.00pm to 3.45pm	Visit the Whale Trail elevation site.	
4.15pm to 5.00pm	Meeting with Marlborough Youth Trust	
	Details for this engagement have been organised by your office.	

2. Venue and logistical details for each event are being coordinated by your office, and they will provide this information once confirmed.

Annexes

Annex One: Visit to the Hurunui Water Scheme

Annex Two: Meeting with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive,

Kaikōura District Council

Annex Three: Attendance at the Moana Skies Dark Skies tour Annex Four: Attendance at the Kaikōura Whale Watch tour

Annex Five: Meeting with members of Marlborough Chamber of Commerce

Annex Six: Visit to the Whale Trail elevation site

Annex One: Visit to the Hurunui Water Scheme

- 1. On Monday 1 September 2025, from 10.00am to 11.00am, you will visit the Hurunui Water Scheme.
- 2. The purpose of this visit is to view and discuss the Hurunui Water Storage Project (the Project), which is operated by Hurunui Water and Energy Limited (HWEL).

Logistics

- 3. You will meet Richard Sidey, Chairman, HWEL at the Hawarden Sale Yards outside the Memorial Hall.
- 4. Richard will drive you to the project site, where you will be provided with a light breakfast and refreshments while overlooking the site.
- 5. This visit will include a walk around the proposed construction site. Appropriate clothing and footwear are recommended, particularly in the event of wet weather.

Background

- 6. The Project plans to install a control gate (known as a weir) and a fish bypass at the outlet of Lake Sumner. The weir would cease the outflow of approximately 27 million cubic metres of water, allowing it to be retained in the lake. The stored water would be released downstream seasonally or as required.
- 7. The Project construction costs are expected to be Commercial Information with consenting expected to cost up to Commercial Information.
- 8. HWEL is a limited company founded in April 2025, owned equally by Richard Sidey, Peter Kinney, Stephen Field, Mark Zinno, and Chris Johnson.

9.	Commercial Information

Project benefits

- 10. The Project expects to have a range of benefits for the District, including:
 - Climate change adaptation and mitigation through managing river flows, which will minimise the impact droughts have on river health and aquatic life.
 - Flood management, with Lake Sumner able to be used as a flood attenuation basin in times of heavy rainfall.
 - Increased security and supply of water for growing urban areas which currently experience seasonal shortages.
 - Potential for hydropower generation.
 - Enhanced agricultural productivity through improving reliability of existing irrigation schemes and expanding capacity to irrigate additional land. This is particularly important for the Hurunui District, where agriculture currently makes up 35.8 per cent of gross domestic product (GDP), and almost 30.0 per cent of all jobs.

Fast-track Approvals Act 2024

11. HWEL applied for the Project to be listed in Schedule 2 of the *Fast-track Approvals Act 2024*. The project was not chosen for inclusion. For the project to be reconsidered for the fast-track

process, HWEL must apply for referral to use the fast-track. The Minister for Infrastructure will decide whether the Project should be accepted, and then a substantive application may be lodged.

Government funding

12. In April 2016, the Minister for Primary Industries announced \$0.52 million of funding for the Project through the Irrigation Acceleration Fund. This funding was used to restart the project following a lengthy consenting process, including refining the project's layout, scoping the work programme, and re-engaging landowners and shareholders.

About the audience

- 13. You will be meeting with:
 - Richard Sidey, Chairman, HWEL
 - Peter Kinney, Director, HWEL
 - Stephen Field, Director, HWEL
 - Mark Zinno, Director, HWEL
 - Chris Johnson, Director, HWEL
 - Jim Greenslade, owner, The Lakes Station.
- 14. No biography information on attendees is available.

Risks and mitigations

- 15. The proposed project site requires a four-wheel-drive vehicle to gain access. You will be travelling in a four-wheel-drive vehicle over unsealed roads and rough terrain.
- 16. No other risks identified.

Communications / Media

17. No media will be present at this visit.

Annex Two: Meeting with Craig Mackle, Mayor of Kaikōura, and Will Doughty, Chief Executive, Kaikōura District Council

- 1. On Monday 1 September 2025, from 3.00pm to 3.30pm, you will meet with Craig Mackle, Mayor of Kaikōura and Will Doughty, Chief Executive, Kaikōura District Council (KDC).
- 2. The purpose of the meeting is to discuss relevant issues, in particular housing, and ongoing projects in Kaikōura (included in paragraphs 11 to 16).
- 3. Venue and logistical details are being coordinated by your office, and they will provide this information once confirmed.

Background

Kaikōura District

- 4. The Kaikōura District is situated on the east coast of the South Island of New Zealand, with the Marlborough District to the north and west, and Hurunui District to the south. As at 30 June 2024, Kaikōura's population was 4,380.
- 5. The District is heavily reliant on tourism, with nearly 40.0 per cent of the region's gross domestic product (GDP) coming from this sector. A 2021 study by Dot Loves Data showed almost two thirds of all spending in the region comes from visitors.
- 6. There are limited opportunities for specialised or highly skilled workers in the region, leading young people and other professionals to migrate to larger cities across New Zealand.

Housing

- 7. Kaikōura has a limited range of housing options, with most urban lots exceeding 500 square metres. Just 5.0 per cent of properties are under 500 square metres. This makes it challenging to find smaller and more affordable homes, especially for younger and older individuals.
- 8. According to data from Opes Partners, average house prices in the Kaikōura District increased by 97.3 per cent over the past ten years, from \$365,000 in 2015 to \$720,000 in 2025. In contrast, the average household income in Kaikōura only increased by 35.2 per cent according to census data, from \$49,400 in 2013 to \$66,800 in 2023.
- 9. Rural highly productive land in Kaikōura is increasingly being split into smaller lots due to the two-hectare minimum size requirement for rural residential dwellings. While this size is common for rural homes, it does not provide enough space for effective farming, raising concerns about the future sustainability of agriculture in the region.
- 10. Kaikōura also has a high proportion of holiday homes, with the 2023 census showing of the 2,466 dwellings in the region, 738 were unoccupied.

Kaikōura Marina Developments

Wakatu Quay redevelopment

11. Wakatu Quay, initially occupied by commercial fishing buildings, is located in a prime wharf location, with views of the sea and mountains. The site was identified by KDC as having potential for redevelopment.

- 12. In January 2020, the Minister for Regional Economic Development announced \$9.88 million of grant funding through the Provincial Growth Fund (PGF)¹ to commence design and construction of Wakatu Quay. KDC has contributed \$1.07 million towards the project. The development includes various amenities, including:
 - hospitality
 - tourism
 - community gathering points
 - event space
 - cultural facilities.
- 13. Construction commenced in October 2024 following demolition, design process and acquisition of resource consents. The hospitality building and site infrastructure is scheduled for completion by the end of October 2025.

South Bay Harbour redevelopment

- 14. South Bay Harbour is Kaikōura's primary hub for marine-based activities in the region. The harbour was rebuilt after being damaged in the 2016 Kaikōura earthquake, with some minor improvements to accommodate larger vessels. However, there are ongoing challenges with the harbour, including:
 - a lack of space in the water for all operators
 - increased levels of silt due to the geotechnical impacts of the earthquake
 - altered wave patterns and ocean currents
 - substandard onshore facilities for commercial and recreational users, including the current jetty which is unsafe and too small to be fit for purpose.
- 15. In January 2020, the Minister for Regional Economic Development announced \$1.00 million of funding through the PGF to investigate the potential development of a marina and harbour to address these issues.
- 16. The business case was completed in July 2022, and found:
 - Developing the existing South Bay harbour is the preferred option for a high-value investment.
 - This development would require an investment of \$78.00 to \$94.00 million.
 - The investment would create local, regional and national benefits, including:
 - increasing direct and indirect high-value employment opportunities
 - improving safety in harbour and marine activity
 - strengthening existing regional economies
 - o providing diversification opportunities
 - enabling the development of research institutes and international partnerships and investment.
 - There is a community-led vision for development of onshore tourism and research facilities.
 - A feasibility study for the onshore facilities is required to provide development certainty.

¹ The PGF was a \$3.00 billion fund created in 2018, intended to invest in regional New Zealand, with the aim of creating jobs, improving resilience and boosting regional economies.

About the audience

17. Biographies of attendees are below.



Craig Mackle, Mayor of Kaikōura

Craig was elected as Mayor of Kaikōura in 2019. He was a councillor for Kaikōura District Council from 2013 to 2019.

Craig was the co-owner of Harmac Concrete, a local construction business, which he sold in 2018.



Will Doughty, Chief Executive, Kaikōura District Council

Will was appointed Chief Executive of Kaikōura District Council in 2021.

He moved to Kaikōura in 2017 to assist in the infrastructure rebuild following the Kaikōura earthquake in November 2016.

Prior to this he was involved in the Christchurch recovery following the February 2011 earthquake.

Risks and mitigations

18. No risks identified.

Communications / Media

19. No media will be present at this meeting.

Annex Three: Attendance at the Moana Skies Dark Skies tour

- 1. On Monday 1 September 2025, from 8.00pm to 9.30pm, you will attend the Moana Skies Dark Skies tour at Ata Rangi Lodge, 465 Inland Kaikōura Road, RD 3, Kaikōura. This is a luxury accommodation in the outskirts of Kaikōura, which Moana Skies Limited (Moana Skies) operates out of.
- 2. You will be meeting with Bradley McConville, owner of Moana Skies. No biography information is available.
- 3. The purpose of this event is to view the operations of a new tourism business and experience the facilities from the perspective of a tourist.

Background

- 4. Moana Skies is a tourism company which commenced operations in October 2024. The company takes advantage of the low light pollution in the area, offering star gazing and other solar experiences. Moana Skies has not received government funding.
- 5. Moana Skies lead Kaikōura's Young Astronomers, a free educational programme which provides hands-on astronomy related learning opportunities to local youth.

Kaikōura Dark Sky

- 6. Kaikōura Dark Sky is a charitable organisation founded in 2020 by volunteers and local astronomers with the aim of minimising light pollution and preserving the night sky in the area. This was inspired by the Hutton's shearwater, an endangered seabird found only in the Kaikōura Ranges. The Hutton's shearwater seabird is attracted to artificial lights at night, often leading to fatal crash landings.
- 7. In September 2024, Kaikōura was identified as an International Dark Sky Sanctuary by DarkSky International.

Risks and mitigations

8. No risks identified.

Annex Four: Attendance at the Kaikōura Whale Watch tour

- 1. On Tuesday 2 September 2025, from 9.45am to 10.30am, you will attend the Kaikōura Whale Watch tour at 1 Whaleway Station Road, Kaikōura.
- 2. The purpose of this event is to view the operations of a tourism business and experience the services from the perspective of a tourist.
- 3. Details of who you will be meeting with will be provided by your office once confirmed.

Background

- 4. Whale Watch Kaikōura was established in 1987 by Ngāti Kurī, tangata whenua of the area. Initial operations took place on a 6.7-metre-long inflatable vessel. In the first year the company hosted 3,000 passengers.
- 5. Up to 100,000 passengers a year are now hosted in the two 24-metre-long catamarans, designed and constructed in New Zealand specifically for the purpose of whale watching.
- 6. Establishing whale watching in Kaikōura boosted the local economy significantly, with just 3,400 tourists visiting the area in 1986, before whale watching began, to over 873,000 by 1998. An estimated 278,000 of those visitors expressed a desire or intention to go whale watching and 130,000 visitors (some overlapping the 278,000) wanted to go dolphin watching or swimming. This in turn has led to more businesses such as restaurants, galleries, souvenir stores, and other marine tourism operators opening in the community. It is estimated that in the area, for every five jobs created by tourism, one job was created in another sector.

Government funding

7. In June 2020, as part of the COVID-19 recovery support, Whale Watch Kaikōura received \$1.50 million of grant funding through the Strategic Tourism Assets Protection Programme².

Kaikōura (Te Tai o Marokura) Marine Management Act 2014

- 8. In August 2014, the *Kaikōura* (*Te Tai o Marokura*) *Marine Management Act 2014* was enacted. This Act put in place management measures to assist the preservation, protection, and sustainable management of the coastal and marine environment and biological diversity of the Kaikōura Marine Area. This included establishing:
 - The Hikurangi Marine Reserve, a 10,395-hectare area where all marine life and habitats within the marine reserve are totally protected.
 - Te Rohe o Te Whānau Puha Whale Sanctuary, providing greater protection for whales and other marine mammals by restricting seismic survey and seabed mining activities within a 4,700 square kilometre area.
 - Ōhau New Zealand Fur Seal Sanctuary, an 800-metre length of shoreline where public access is prohibited. The seals can be viewed from a safe distance using the nearby viewing platform and roadside walkway.
 - Three mātaitai reserves, prohibiting commercial fishing, and allowing for traditional food gathering.

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² The Strategic Tourism Assets Protection Programme was a \$290.00 million fund intended to support tourism businesses, inbound tour operators, and regional tourism organisations over a period of reduced earnings due to COVID-19 restrictions. Funding was made through grants and five-year concessionary loans.

Marine Centre of Excellence

9. To complement the marine management measures outlined above, Te Korowai o te Tai Marokura³ submitted a proposal to construct a Marine Centre of Excellence. This proposed project aims to combine research and education facilities with a paua hatchery, an aquarium and sustainable seafood harvesting initiatives. No work has commenced on the project.

Risks and mitigations

10. No risks identified.

Communications / Media

11. No media will be present at this event.

³ Te Korowai o te Tai Marokura is a local community organisation comprised of representatives of the sea, coast and other key organisations. It was a key driver in passing the *Kaikōura (Te Tai o Marokura) Marine Management Act 2014*.

Annex Five: Meeting with members of Marlborough Chamber of Commerce

- 1. On Tuesday 2 September, from 1.00pm to 2.30pm, you will meet with members of Marlborough Chamber of Commerce (MCC) hosted by MCC. Nadine Taylor, Mayor of Marlborough and John Boswell, Chief Executive, Marlborough District Council will also be attending.
- 2. The purpose of the meeting is to connect with local business leaders in the area.
- 3. Venue and logistical details are being coordinated by your office, and they will provide this information once confirmed.

Background

- 4. MCC is a not-for-profit membership association founded in 1887, with over 350 members representing various businesses in the region⁴.
- 5. MCC's purpose is to support Marlborough businesses to grow and succeed, build business connectivity, and increase innovation. MCC enables this through advocacy work, and offering support, advice, networking and business development opportunities to its members.

Relevant topics that may be discussed

Te Au Pūngao - Tech and Innovation Hub

- 6. In May 2023, Regional Economic Development Ministers approved \$0.58 million of funding through the PGF to establish a technology and innovation hub in Blenheim focused on supporting the agritech industry.
- 7. Te Au Pūngao⁵ Tech and Innovation Hub (the Hub) opened in February 2025 following a one-year delay in starting construction due to projected building costs for the initial venue exceeding budget limits. The Hub is located in the former Blenheim Library building. It is intended to support the region's start-up and innovation ecosystem through:
 - Focussing on technology and science-based start-ups, developing solutions for the primary industries, supporting agritech growth and boosting productivity.
 - Acting as a connection hub between industry, investors, entrepreneurs, emerging technologies, and existing scientific research centres based in Marlborough, such as the New Zealand Wine Centre – Te Pokapū Wāina o Aotearoa (the Centre).
- 8. Marlborough is home to some of New Zealand's most innovative and pioneering sectors, particularly in wine, viticulture, and aquaculture. As industries adopt artificial intelligence, robotics, and advanced technologies to boost innovation and efficiency, the region is attracting agritech and marine tech innovators, who can work alongside current industry to create efficiencies, increase quality and grow productivity.

Wine sector in Marlborough and New Zealand

9. Marlborough is New Zealand's largest wine region, producing 80.0 per cent of New Zealand's exported wines. The region contributes \$637.00 million to gross domestic product (GDP), 20.0 per cent to the regional economy and directly employs over 2,900 people, as well as many more seasonal workers.

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⁴ There are 30 chambers of commerce throughout New Zealand, comprised of over 22,000 members.

⁵ The name 'Te Au Pūngao', which means "the Current of Energy" was given to the hub by Rangitāne o Wairau and Ngāti Rārua.

- 10. According to a 2023 Statistics New Zealand report, domestic wine consumption reduced by 2.4 per cent. At the same time, costs for wine producers are rising, driven in part by the alcohol levy increasing from \$3.37 per litre in 2023 to \$3.78 per litre in 2025. The additional revenue generated from this levy is intended to support initiatives aimed at reducing alcohol harm in New Zealand.
- 11. The United States of America is New Zealand's largest wine export market. The recent tariff increase to 15.0 per cent will translate to cost pressures on the sector, withan estimated additional annual tariff of \$112.00 million.

New Zealand Wine Centre - Te Pokapū Wāina o Aotearoa

- 12. The Centre was opened by former Prime Minister Jacinda Ardern in September 2022. Marlborough Research Centre received \$3.79 million of investment through the PGF for the construction of the Centre. The final stage of the Centre, the experimental future vineyard⁶, opened in July 2024.
- 13. The Centre is located in Nelson Marlborough Institute of Technology's Blenheim campus, working closely with the on-site wine course and the nearby Bragato Research Institute to foster research to support the wine sector in Marlborough.

Small businesses

14. Information on challenges for small businesses and the government programmes in place to support them was provided to you previously (briefing REQ-0014196 refers).

About the audience

- 15. A list of MCC members anticipated to attend is expected to be provided to your office closer to the event. Your office will provide this information prior to your trip.
- 16. Biographies of key attendees are below.



Nadine Taylor, Mayor of Marlborough

Nadine was elected as Mayor of Marlborough in 2022.

Prior to becoming Mayor, she served as a councillor representing the Marlborough Sounds Ward.

Nadine is committed to the Marlborough community with a focus on environmental protection, economic development, and community wellbeing.



John Boswell, Chief Executive, Marlborough District Council

John was appointed Chief Executive in August 2024. Prior to this, he served at the New Zealand Defence Force for over 40 years.

He has experience in the areas of strategic planning and execution, international engagement, resource management, policy development and implementation, and the planning coordination and delivery of military support to national security.

⁶ The experimental future vineyard is a covered vineyard with roll up walls and a retractable roof, which allows researchers to control environmental conditions.

Risks and mitigations

17. No risks identified.

Communications / Media

18. Following this meeting you will attend a 15-minute session with media. Your office is coordinating this and will provide details once confirmed.

Annex Six: Visit to the Whale Trail elevation site

- 1. On Tuesday 2 September, from 3.00pm to 3.45pm, you will visit the Whale Trail (the Trail) elevation site.
- 2. The purpose of the visit is to view the Trail and discuss the benefits the project will have for the region.
- 3. Meeting attendees and logistical details are being coordinated by your office, and they will provide this information once confirmed.

Background

- 4. The Trail is a 210-kilometre shared cycle and walkway spanning the northeast coast of the South Island, from Picton to Kaikōura. The Trail was founded by Marlborough Kaikōura Trail Trust (MKTT), with support from Marlborough District Council (MDC), Kaikōura District Council, Rātā Foundation, New Zealand Transport Agency Waka Kotahi and KiwiRail Limited.
- 5. The Trail is primarily graded at an easy level, with small intermediate sections. This means the Trail will suit most abilities and cater to all forms of bikes.
- 6. Around half the Trail is currently completed, with sections from Tuamarino to Ward⁷ open, and other sections in various stages of construction or planning. You will be visiting a section between Picton and Tuamarino which is under construction, with small portions already open to the public.

Economic benefits

- 7. The Trail is expected to bring economic benefits to the small and main towns along the Trail by attracting visitors and encouraging them to stay longer, enabling growth of small to medium businesses, and increasing access to towns and their amenities.
- 8. MKTT project in the first years following completion, the Trail will be used over 100,000 times by locals and domestic and international tourists, and in the 28 years following completion, an additional \$367.00 million will be spent by tourists in the region.

Funding

- 9. The Trail is projected to cost around \$30.00 million, with funding received from the Ministry of Business, Innovation and Employment, MDC, and the Rātā Foundation:
 - In 2017, the Rātā Foundation provided a \$600,000 grant from its 2016 Earthquake Recovery Fund⁸ to support project development costs for the Trail.
 - In March 2018, MDC agreed to set aside up to \$2.00 million of funding for the Trail as part of the council's long-term plan.
 - In June 2019, Kānoa Regional Economic Development & Investment Unit (Kānoa) approved a \$322,000 grant through the PGF to support a technical study to identify the route, develop project costs and develop a business case.
 - In July 2020, the Minister for Regional Economic Development announced \$18.00 million of funding through the PGF as part of the Infrastructure Reference Group (IRG)

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⁷ The most recent section, from Seddon to Ward, opened in April 2025.

⁸ The Rātā Foundation's 2016 Earthquake Recovery Fund was a \$1.10 million fund intended to support recovery for communities in the Hurunui, Kaikōura, and Marlborough Districts affected by the 2016 Kaikōura earthquake.

- programme⁹ to construct the Trail. An additional \$8.00 million was subsequently approved in November 2022 through the PGF IRG allocation for the project.
- To date, a total of \$26.32 million of funding has been approved through the PGF for this project.

Risks and mitigations

10. No risks identified.

Communications / Media

11. No media will be present at this event.

⁹ The IRG programme was established in 2020 to identify shovel ready projects to provide economic stimulus recovery post COVID-19.