

Infrastructure weekly update

For the week starting 23 December 2024



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

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1. Actions arising from previous meetings

Meeting date	Agreed action	By whom	By when	Status
None				

2. Key issues and updates

2.1. National Infrastructure Plan

We have provided you with a separate Briefing on the current status of the development of the National Infrastructure Plan (TW-2024-517 refers). This includes a detailed outline for the draft Plan for your feedback in the New Year.

Applications for Round 1 of the Infrastructure Priorities Programme close on 20 December and will be assessed in early 2025. We expect to receive around 20 applications by the time applications close from central government, local government, and the private sector, with coverage across a range of infrastructure types.

Peter Nunns, General Manager, Strategy

2.2. Building Leadership Capability

Infrastructure Leaders network

Building on the success of the Infrastructure Leaders network, we are planning the Auckland and Wellington events for next year. The Auckland Meet-Up is scheduled for **6 March, 8am-12pm**, and the Wellington Meet-Up is tentatively scheduled for the **26 June, 8am-12pm** after the Infrastructure Commission's Symposium.

The agendas for both events are currently being developed and will continue to focus on fostering leadership, capability, and collaboration across the infrastructure sector.

If you are interested in being involved in either of these events, please let us know.

Asset Management

Last week, we launched a pilot programme in collaboration with Āpōpō to build the asset management capability of Project Directors and Senior Responsible Officers. Leaders were invited to register for vouchers, sponsored by Te Waihanga, to complete two of Āpōpō's online digital badges. The pilot will run for three months.

Additionally, the Commission is partnering with Āpōpō to deliver an Asset Management Community of Practice for Public Service asset managers.

Delivery Projects in the Public Sector

We are developing a short course to build the capability of project leaders who are relatively new to the public sector. The course will address the specific challenges of delivering public sector projects, including machinery of government (MoG) processes and key contextual factors that influence project success.

We invite you to consider contributing through a Q&A conversation (in your office) to share your perspective on the public sector delivery context. The pilot course is tentatively scheduled for May.

Andy Hagan, General Manager, Infrastructure Delivery

2.3. NZS 3916 and 3917 Conditions of contract

Following on from last year’s update to NZS 3910 are *NZS 3916:2013 Conditions of contract for building and civil engineering – Design and construct* and *NZS 3917:2013 Conditions of contract for building and civil engineering – Fixed term*.

Revision of these contracts is progressing very well in preparation for public consultation, which is set for 13 January to 17 February 2025. The Commission is acting as representative of the wider sector and has engaged Standards NZ to undertake the reviews.

Andy Hagan, General Manager, Infrastructure Delivery

2.4. Upcoming events

We advise you of any significant forums or events that Infrastructure Commission staff are attending or presenting at.

Event	Event date	Description (attending/presenting/purpose)
Follow up meetings with Green Party MPs on the National Infrastructure Plan	Late January / February (tbc)	We provided an initial briefing on the NIP to Green Party MPs on 15 October. They have asked for a follow up meeting in the New Year so that they can keep across this work.
2023/24 Annual Review hearing	30 January	Geoff Cooper (CE) and Raveen Jaduram (Chair) will attend this hearing with the Transport and Infrastructure Committee. This session may be extended to include a briefing for the Committee about the Commission’s advice on the potential costs of the Northland RONS, to inform the Committee’s inquiry into an NZIER report. This session was initially scheduled for 12 December but was deferred due to changes to the House’s work programme.
Building and Construction Sector Event	18 February	Geoff Cooper, CE, will be the guest speaker at ‘Industry Pace’ that is a networking event hosted by Carter Holt Harvey and J. A. Russell for a cross-section of industry stakeholders. There will be about 150 people at the event, which will be at the Ellerslie Event Centre in Auckland.
ILN Auckland Meet-Up	6 March	See item 2.2 above.
Infrastructure Resilience Conference (Infrastructure NZ)	18 March	We understand that you will be speaking at Infrastructure New Zealand’s Infrastructure Resilience Conference. Peter Nunns (GM Strategy) has been asked to speak at a conference session on ‘resilience in interconnected infrastructure networks’.
Infrastructure Commission Symposium	25 June	We will be holding our annual symposium in the Beehive Banquet Hall on this date. We will be confirming speakers over the coming months.
ILN Wellington Meet-Up	26 June (tbc)	See item 2.2 above.

Caine Garrity, Acting General Manager, Operations

3. Upcoming advice

3.1. Upcoming briefings and aides memoire for the Minister

We provide advice to the Minister on our work programme and our contribution to the government’s wider work programme – both proactively and in response to requests from him.

Topic and tracking number	Date due to your office	What this advice covers	Deadline for Minister’s feedback
Briefing on the National Infrastructure Plan [TW-2024-517]	Sent 19 December	This provides a detailed outline for the National Infrastructure Plan, with an update on progress to date across each of the workstreams.	tbc
Future of the Census [TW-2024-525]	Sent 19 December	Provides advice on the letter to the Minister for Infrastructure from the Minister of Statistics of 7 November, with proposed changes relating to the future of census.	Ahead of Cabinet consideration in March 2025
Briefings re reports and publications			
None			

3.2. Upcoming briefings and aides memoire for the Parliamentary Under-Secretary

We provide advice to Mr Court in line with his delegations from the Minister – both proactively and in response to requests from him. All advice to Mr Court is copied to the Minister.

Topic and tracking number	Date due to your office	What this advice covers	Deadline for US’s feedback
None			

3.3. Monitoring and performance reports

We provide quarterly reports on our performance against the Statement of Performance Expectations, regular updates on the National Infrastructure Pipeline, and updates on cross-government work to deliver the Infrastructure Strategy.

Topic	Date due to your office	What this report covers	Timeline
Quarterly Report Q2	Before 31 January 2025	Quarterly Performance Reporting as required under the Owners Expectations issued by The Treasury. The report summarises performance against the Commission's Statement of Performance Expectations, highlights major achievements for the quarter, identifies the cause of any major variances, provides an outlook of performance to the end of the year, and signals any developing issues and emerging risks and opportunities.	Reporting for the period October-December 2024 is due no later than 31 January 2025.

3.4. Upcoming Cabinet papers

We provide advice to you on upcoming papers that you or your colleagues are taking to Cabinet, where relevant to the infrastructure system.

Lead Minister	Description	Date due to your office	Committee	Timeframe
s9(2)(g)(i)				

Lead Minister	Description	Date due to your office	Committee	Timeframe
s9(2)(g)(i)				

3.5. Ministerial Official Information Act requests

Where requested, we provide information to inform responses to OIAs that you receive.

Date received from your office	Correspondent	Description of request	Date due to Minister	Date due to send
Your office requested Health NZ coordinate a joint release with input from the Ministry of Health, Tsy and Te Waihanga	n/a	Proactive release of advice about New Dunedin Hospital	TW's redacted docs sent to Health NZ on 23 October Feedback received from Min offices	Expected to be finalised by 20 December
22 November	s9(2)(a)	Treasury lead - Copies of specified papers from Treasury, Infracom and Health NZ	Sent to Treasury on 22 November	18 December
28 November	s9(2)(a)	Treasury lead - Copies of specified papers from Treasury and Infracom	Sent to Treasury on 4 December	17 January

3.6. Departmental Official Information Act requests

We provide you with a heads-up on OIAs that we have received and our proposed response.

Date received	Correspondent	Description of request	Date due to send
n/a	n/a	Proactive release of advice about the NIP	Published on our website on 16 December
n/a	n/a	Proactive release of advice about the PPP policy work	With your office and PMO for final check
28 November	s9(2)(a)	Infracom's correspondence with CIAL and information on Tarras/Central Otago Airport project	17 January

3.7. Upcoming Ministerial meetings

Where requested, we provide support for meetings the Minister is attending.

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
New Dunedin Hospital Ministers group	13 January, 5pm	Minister, Minister of Finance, Minister of Health, Minister of Regional Development, infrastructure officials	Agenda tbc	Andy Hagan
Infrastructure officials meeting	30 January, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	12 February, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
RMA Ministerial Group	13 February, 7-8pm	Minister, infrastructure officials tbc	Agenda tbc	Barbara Tebbs
New Dunedin Hospital Ministers group	17 February, time tbc	Minister, Minister of Health, Minister of Regional Development, infrastructure officials	Agenda tbc	Andy Hagan
Infrastructure officials meeting	19 February, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	19 February, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	5 March, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	12 March, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court		Geoff Cooper

3.8. Upcoming meetings for the Parliamentary Under-Secretary

Where requested, we provide support for meetings US Court is attending.

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
None				

[Note that, due to timeframes, Written and Oral Parliamentary questions and media requests will be provided directly to the Minister's office and not signalled in this report.]

Appendix A: List of upcoming reports and publications

We investigate a range of topics to help build the capability and performance of the infrastructure system and to support discussions with the sector. We publish reports that we commission or author ourselves – including research insights, ‘deep dive’ inquiries, project reviews, economic analysis, and policy insights. The list below sets out our current programme of reports. We provide the Minister’s office with a heads-up before publishing.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Aucklanders and their infrastructure	Research report	Week of 13 January	Using recently published research, this report will drill down into several pieces of our published research to provide Auckland-focused insights. [TW-2024-522 refers.] We have provided your office with a draft media release to support the publishing of the report. However, we have delayed publication to the week of 13 January, so that we can better publicise.
Māori engagement across the infrastructure system	Research report	Week of 13 January	This report looks at Māori involvement the sector in investment, as suppliers, in the infrastructure workforce and as users of infrastructure. [TW-2024-516 refers.]
Insurance of infrastructure against natural disasters	Research Insight	January 2025	This report is expected to provide information on current approaches to insuring infrastructure assets, across multiple networks, against natural disasters. It will also explore the economic consequences of different approaches to insurance or self-insurance. [TW-2024-514 refers.]
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	February 2025	Based on best international practice, this report points to ‘lowest price tender’ as generally giving poor long-term outcomes where major projects are concerned. And highlights some delivery principles that will help government become a better infrastructure client when conceiving, designing and building major infrastructure projects.
Towards better contracts	Delivery guidance	February 2025	Contracts express and drive the relationship between client and delivery partner/s, and as such are a cornerstone of good projects. This report looks at New Zealand government contracting practice and the relationships this drives/supports from the perspective of a number of different agents: client, engineer, lawyer, contractor, etc – highlighting what they’ve said in structured interviews about this.

Appendix B: Key milestones for the National Infrastructure Plan

Date	Deliverable	Detail	Current Status
November 2024	Discussion Document: Testing our thinking: Developing an enduring National Infrastructure Plan	Initial engagement to test early thinking on the Plan, seek information from the sector that we can use to shape the Plan, and provide early public visibility to the proposed approach. This continues the conversation from the Infrastructure Strategy and the Commission's research programme.	The Discussion Document was released on 5 November and engagement will end on 10 December. The feedback will be analysed and reported late January/ early February 2025.
Late-November 2024	Draft plan outline	Outline for the structure of the Plan including early thinking on key issues.	A draft outline is provided in the weekly report to the Minister (28 November 2024) and will be subsequently discussed with Treasury.
September to December 2024	Background reports for Infrastructure Needs Analysis	Technical reports to inform the development of the Infrastructure Needs Analysis.	A draft background report on insurance against natural hazards has been provided to the Minister and will be released in early 2025.
December 2024	Detailed Plan outline	More detailed outline on the approach to be taken to the drafting of the Plan, with workstream updates.	Work is underway on all workstreams to enable a detailed plan outline to be produced for the Minister's summer bag.
February to April 2025	Stakeholder and public engagement	Reporting on the outcomes of engagement on the discussion document. Targeted stakeholder engagement to continue to test our thinking. Public engagement to raise awareness and validate challenges and issues before consultation on the draft Plan.	Phase 2 of the engagement is currently being scoped.
February/March 2025	Early findings and preliminary recommendations	Early findings and preliminary recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
March/April 2025	Infrastructure Priorities Programme Assessment (Phase 1)	First phase of assessments provided to the Minister and then published on the Commission's website	
March/April 2025	Further findings and developed recommendations	More detailed findings and developed recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
May 2025	Draft plan for informal review	Draft of the plan provided to the Minister on a "no surprises" basis for informal review.	
End of June 2025	Draft plan for Minister's feedback and public consultation	Draft plan approved by the Infrastructure Commission Board, provided to the Minister for formal feedback, and released for public consultation.	
July/August 2025	Public consultation period	6 week public consultation period.	
August/September 2025	Infrastructure Priorities Programme Assessment (Phase 2)	Second phase of assessments provided to the Minister and then published on the Commission's website	
September 2025	Outcomes of consultation	Analysis of the outcomes of public consultation.	
End September 2025	Minister's feedback	Minister provides written feedback on the draft plan.	
Mid-November 2025	Update on final plan	Draft of the plan provided to the Minister on a "no surprises" basis.	
December 2025	Final plan	Final plan published and provided to the Minister to table in Parliament.	
Early 2026	Government response	Government formally responds to the Plan.	