

Infrastructure weekly update

For the week starting 2 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

Outline for the draft National Infrastructure Plan

The New Zealand Infrastructure Strategy sets the long-term vision, outcomes, and objectives for infrastructure through to 2052. The Plan will build on this strategic framework and provide advice on infrastructure investment over the next 30 years.

Our current thinking is that the Plan will have three substantive parts, plus a context section and supporting technical content. Note that the sequencing of the parts is indicative, and they can be changed as needed.

In addition to these, we will produce a set of background documents and research reports from individual workstreams. These will be published separately to the Plan itself, with relevant material incorporated or referenced in the Plan where needed.

s9(2)(f)(iv)

We will be seeking feedback from Treasury before providing you with a detailed plan outline for your summer reading bag.

Engagement on the Discussion Document

We continue to call for feedback on the discussion document, 'Testing our thinking: Developing an enduring National Infrastructure Plan'. The 'Testing our thinking' webpage has been viewed nearly 4,300 times and approximately 1,400 people have downloaded the discussion document.

In addition to the seven regional workshops held earlier this month (that reached about 250 stakeholders), on 26 November we held a workshop with about 35 representatives from the Commission's Infrastructure Leaders Network. We held a webinar in mid-November that had 67 people attend and a second webinar is scheduled that will give participants an opportunity to learn more about our approach to developing the Plan and to ask questions. On 2 December we are hosting a workshop for key representative bodies to test our thinking and share some of our insights from the regional workshops.

Insights from engagement so far

The workshops have provided insights into some of our key questions in the discussion document and also included an infrastructure pipeline activity. For this, attendees needed to prioritise and plan hypothetical projects on a 10-year pipeline. Some common themes:

- Attendees tended to prioritise projects that delivered 'lifeline' utilities, such as health, water or housing.
- They often de-prioritised projects that could be delivered by the private sector or had their own revenue stream to self-fund.
- They often prioritised national level projects to have a greater impact per project.
- They tended to prioritise projects that increased productivity or economic output to further increase New Zealand's capacity to deliver projects.
- Attendees tended to prioritise projects that were maintaining or improving existing assets.

Despite the participants having similar backgrounds, being professionals working in the infrastructure industry, no two groups produced the same pipeline.

Engagement on the discussion document ends on 10 December. We will then analyse all feedback received and report the outcomes in the new year.

Infrastructure Needs Analysis

As part of our Infrastructure Needs Analysis, we are investigating how the drivers of long-term infrastructure need impact on Māori people and communities over the next 30 years. Some of the drivers of future infrastructure demand, such as building resilience to natural hazards, and changing demographics, will impact upon Māori disproportionately. This work will help us understand the scale and where possible, quantify the degree of investment in infrastructure that may be required.

Infrastructure Priorities Programme

We have recently completed a survey for people considering preparing an application to the Infrastructure Priorities Programme. We received a high level of engagement with our survey, with 40 total responses. Of these, 50% were from local government, 18% were from central government, and the remainder were from the private sector, consultants, and individuals.

Based on this feedback, we currently expect to receive at least 20 applications to the IPP in Round 1, with a greater volume expected for Round 2. We expect to receive applications from central government, local government, and the private sector, with coverage across a range of infrastructure types.

Investment and Asset Management

This workstream includes three key elements: (1) developing a quantitative comparison of current investment intentions and long-term investment needs to identify potential gaps, (2) summarising existing public investment management settings and identifying potential recommendations, and (3) identifying potential recommendations for asset management strategy and governance.

Work is in progress on all three elements, through a combination of in-house resource and external support. For the second element, we are drawing upon the International Monetary Fund's *Public Investment Management Assessment* framework. This is a structured framework for identifying and

reviewing key elements of public investment management systems, from fiscal targets through to project selection to implementation, that has recently been applied to developed countries including the United Kingdom and Ireland.

Peter Nunns, Acting General Manager, Strategy

2.2. New Dunedin Hospital

s9(2)(f)(iv)



Andy Hagan, General Manager, Delivery

2.3.

s9(2)(f)(iv), s9(2)(g)(i)

s9(2)(f)(iv), s9(2)(g)(i)



Barbara Tebbs, General Manager, Policy

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)
Workshop for Engineering New Zealand and other professional bodies to provide an overview of the development of the National Infrastructure Plan	2 December	We are hosting a workshop at our office that will be in a similar format to the National Infrastructure Plan stakeholder events to ensure we engage with Engineering New Zealand and their technical groups on the development of the Plan. While space is limited, we have also extended an invite to the senior leadership of ACE NZ, Āpōpō and Water New Zealand.

Event	Event date	Description (attending/presenting/purpose)
Infrastructure Leaders Network Masterclass with Lawrie Saegers – Achieving cost confidence	5 December	The Commission’s Infrastructure Leaders Network (ILN) will hold its last masterclass of the year with Lawrie Saegers, Managing Director, Rawlinsons Limited. Saegers will share approaches to developing cost confidence in projects through planning and business case stages. This event is for senior public-sector infrastructure leaders.
Joint Regional Economic Development Committee (Northland)	6 December	Geoff Cooper and Matt Keir have been asked to present on our work programme, messaging/direction to local government on infrastructure development, and the Pipeline.
Presentation to LGNZ National Council	6 December	Geoff Cooper, CE, has been asked to be a guest speaker to discuss the development of the National Infrastructure Plan, along with some of the Commission’s research on insurance of infrastructure against natural disasters.
Preparing your IPP application - AMA	10 December	This is a webinar for potential submitters to help them prepare applications. This is part of a series of webinars being led by our IPP team.
Transport Knowledge Conference in Wellington	11 December	Geoff Cooper, CE, is presenting on the National Infrastructure Plan and some of the Commission’s recent research.
Briefing for Transport and Infrastructure Committee	12 December	We have accepted an invitation to brief the Committee on aspects of their inquiry into the Northland RONS.
Cross-party briefing on the National Infrastructure Plan for NZ First MPs	12 December (tbc)	This is one of our briefings to other political parties on work to develop the NIP. Hon Shane Jones will attend.
Āpōpō Symposium	12 December	Geoff Cooper, CE to present and give a short Q&A.
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 2025	Geoff Cooper (CE) and Raveen Jaduram (Chair) will attend this hearing with the Transport and Infrastructure Committee.
Building and Construction Sector Event	18 February 2025	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.
Infrastructure Resilience Conference	18 March 2025	Peter Nunns (Acting GM – Strategy) has been asked to speak at the ‘resilience in interconnected infrastructure networks’ session for Infrastructure New Zealand’s Infrastructure Resilience Conference.

Event	Event date	Description (attending/presenting/purpose)
Infrastructure Commission Symposium	25 June 2025	We will be holding our annual symposium in the Beehive Banquet Hall on this date. We will be confirming speakers over the coming months.

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
Meeting briefing: Auckland panel event on infrastructure (hosted by Stuff and Infrastructure NZ) on 2 December [TW-2024-512]	28 November (we sent your office a draft speech on 21 November)	You have agreed to attend and speak at this event; Minister Jones and Chris Hipkins are also speaking. You have been asked to speak about: <ul style="list-style-type: none"> - the NIP - Infracom consultation document, pipeline improvements - the PPP framework - other infrastructure funding and financing work (TSY is leading this). This aide memoire will provide background information and back-pocket talking points.	2 December
Meeting with infrastructure industry peak groups on 5 December	3 December	This follows up on earlier meetings and correspondence with peak industry groups on infrastructure pipeline and market capacity issues. We will provide background information and talking points as required.	5 December
Meeting with Infrastructure New Zealand on 12 December (tbc)	10 December	If needed, this briefing will provide background information to support this meeting.	12 December
National Infrastructure Plan: Detailed Plan Outline	19 December	This will provide a detailed outline for the National Infrastructure Plan, with an update on progress to date across each of the workstreams.	tbc
Briefings re reports and publications			
Report on Aucklanders and their infrastructure	5 December	This will provide an overview of a report we intend to publish by the end of the year. Using recently published research, this report will drill down into several pieces of our published research to provide Auckland-focused insights.	9 December

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)				

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s9(2)(g)(i)				

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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 Full bundle sent to joint Ministers for feedback on 14 Nov	Aiming for publication in week beginning 25 November
5 November	s9(2)(a)	Copies of specified papers from Infracom	Sent 25 November	2 December
11 November		Treasury lead - Copies of specified papers from Treasury, Rau Paenga and Infracom	Sent to Treasury on 20 November	9 December
22 November		Copies of specified papers from Treasury, Infracom and Health NZ	Sent to Treasury on 22 November	18 December
28 November		Copies of specified papers from Treasury and Infracom	16 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	With your office for review
n/a	n/a	Proactive release of advice about the PPP policy work.	Has been reviewed by your office. With agencies for final check.
18 November	s9(2)(a)	Information about Infracom’s parental leave policy and entitlements	16 December
28 November		InfraCom 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
Auckland panel event on infrastructure (hosted by Stuff)	2 December	Minister Bishop, also Hon Shane Jones, Rt Hon Chris Hipkins (tbc)	Draft speech provided 21 November. Aide memoire and back pocket talking points provided 28 November.	John Summers
New Dunedin Hospital Ministers Group meeting	4 December 12pm	Minister, officials tbc	Agenda tbc – to confirm whether TW is required to attend – any comment needed by midday 3 Dec	Rebecca Robertshawe / Andy Hagan
Weekly infrastructure officials meeting	5 December, 11.30-12pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
Meeting with Minister Brown and industry groups (Infrastructure NZ, CCNZ, ACENZ, RMBA)	5 December 12pm	Ministers Bishop and Brown, Helen Davidson, Alan Pollard, Ankit Sharma, Nick Leggett, officials tbc	The Minister’s letter to industry bodies on 17 July refers. We will provide a briefing.	Andy Hagan
Weekly infrastructure officials meeting	9 December, 3:30-4.15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Accelerated delivery strategy for RONS	10 December, 9am	Joint Ministers – Hons Willis, Jones, Bishop, Goldsmith and US Court	Briefing requirements tbc	
Meeting with Infrastructure New Zealand	12 December, 3.15-3:45pm	Minister. Infracom can send an observer if desired.	Agenda and briefing requirements tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	12 December, 4-4.30pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs
Weekly infrastructure officials meeting	16 December, 4:15-5 pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Climate Adaptation Framework meeting	17 December, 5-5:45pm	tbc		

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
Monthly meeting between the Minister and US Court	12 December, 4-4.30pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs

[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 9 December	Using recently published research, this report will drill down into several pieces of our published research to provide Auckland-focused insights.
Māori engagement across the infrastructure system	Research report	Week of 16 December	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.]
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	January 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	January 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.
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.]

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.	