

# Officials' Report

For the week starting 1 September 2025



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

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# 1. Key Updates and Events

## 1.1. Key Updates

### 1.1.1. The National Infrastructure Plan

Analysis and coding of the consultation feedback continues and is expected to take several weeks. A Senior Writer has been appointed to lead the drafting of the Final Plan, and the appointee commences on 22 September.

We continue to meet with key government and sector agencies to discuss their feedback on the Draft Plan. Scoping and prioritisation of the work programme to complete the Final Plan also continues following discussion at the Board workshop on 21 August. As we develop the Final Plan, we will be testing how to evolve the recommendations from the Draft Plan. One example is the recommendation on spatial planning, where we want to explore how our inputs, such as the Infrastructure Needs Analysis and the Infrastructure Pipeline, can provide more spatial information over time, and influence the affordability of spatial plans within budget constraints.

We will be providing you with an update on the NIP consultation process and planned work packages to complete the Final Plan in mid-September.

*Peter Nunns, General Manager, Strategy*

### 1.1.2. National Infrastructure Pipeline

#### **Using the Pipeline to drive connection and coordination across government infrastructure agencies**

The September quarter update process is underway, and the information will be used to inform the final National Infrastructure Plan. We have also added functionality to the September Pipeline process to enable public infrastructure providers to 'express interest' in receiving support on specific Pipeline initiatives from the National Infrastructure Funding and Financing Limited (NIFFCo) for funding and finance support (including potential PPPs), and from the New Zealand Government Procurement (NZGP). We are running a joint Commission-NIFFCo-NZGP webinar on 1 September 2025 to brief stakeholders on this functionality. We are in discussion with Crown Infrastructure Delivery (CID) to include expressions of interest for delivery support in the December quarter.

#### **Letters from the Commission will follow up on the messages in your recent letters**

Letters will soon be sent by the Commission's CE to all Pipeline contributors, missing councils, and entities with projects in Going for Growth announcements, requesting September submissions and for improvements in the quality of submitted data. These letters will follow your recent letters sent to councils, and support messages in your letters to central government entities drafted.

#### **The Commission is supporting the monitoring and reporting of the Government's Going for Growth infrastructure pillar.**

The Commission is working together with MBIE, Treasury, and your office, on the evidence base and reporting for the Government's Going for Growth infrastructure pillar. The goal of this work is to use the National Infrastructure Pipeline to streamline reporting, avoid duplicated effort, and ensure accuracy and consistency of information. The Commission is investigating tagging GFG projects in the Pipeline to

support easy GFG reporting. Our established information procedures with agencies have the ability to confirm information accuracy via an automated and auditable trail. More information will be provided to the Minister once we have scoped the approach. Meetings are underway with other agencies.

### 1.1.3. Media

The Commission is contributing an article for the September issue of Chartered Institute of Logistics and Transport's magazine. We will provide a draft of this article to your office before finalising.

We will be publishing our monthly newsletter in the week commencing 1 September, sharing a wrap up of our work over the last month.

*Vanisa Dhiru, General Manager, Corporate*

### 1.1.4. Other items

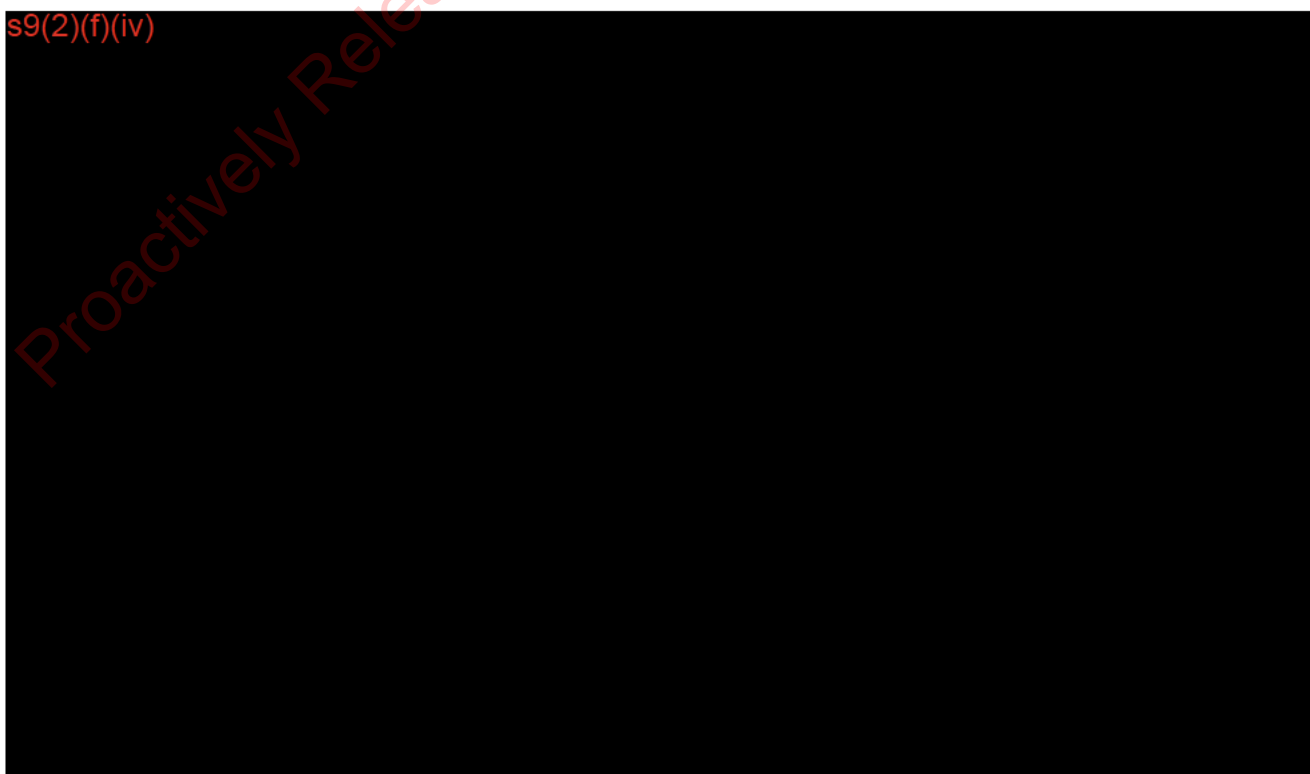
#### **Release of Insights for Major Project Delivery report**

We are intending to release our Insights for Major Project Delivery report (copy attached). The report explores megaproject research from the University College of London, international best practice and lessons from our published reviews of City Rail Link, Transmission Gully and New Dunedin Hospital. We explore recurring themes in megaproject failure across decision making, governance, procurement, risk, stakeholder engagement, leadership and supply chain integration. We draw insight from international best practice, featuring case studies on successful projects like Major Road Projects, Victoria, the UK's Crossrail and NZTA's SH25A Taparahi Bridge. We feature 20 insights designed to be implementable by delivery agencies across project planning, procurement and delivery. As the report does not contain recommendations, no formal response is required from your Office.

We plan to publish the report on our website the week of 15 September. There will be promotion on LinkedIn but no media release.

*Rebecca Robertshawe, Director, Investment*

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Vanisa Dhuru, General Manager, Corporate

## 1.2. Upcoming events

Significant forums or events that Infrastructure Commission staff are presenting at or participating in.

Event	Event date	Description (attending/presenting/purpose)
IPP webinar	September	The Commission will be holding a webinar to support applications to the IPP, going through what a good application looks like.
Pipeline webinar	1 September	The Commission will be holding a webinar aimed at contributors to the National Infrastructure Pipeline, discussing its purpose and how it integrates with work led by NIFFCO and NZGP.
Macro Group (Wellington)	12 September	Peter Nunns, GM Strategy, will speak to Macro Group (a group of economists who are interested in macroeconomics) about some of the Commission's recent research.
Commercial Capability Workshop	18 & 19 September	A two-day programme for Project Directors and Senior Responsible Owners, focused on procurement, delivery models, and risk allocation. Delivered by Heath Colebatch from BRS Results, with guest speaker Nadine Dodge (Te Waihanga).
Commission Webinar	19 September	Peter Nunns, GM Strategy, will discuss findings from the report Nation Building: A Century and a Half of Infrastructure Investment in New Zealand (1870-2022), that's scheduled to be published in the week of 8 September.
SRO workshop	25 September	A one-day workshop designed for senior leaders who are new to the Senior Responsible Owner role. The session builds understanding of the unique responsibilities of SROs, including governance, oversight, and accountability for major infrastructure projects.
NZ Automobile Association National Council meeting (Wellington)	26 September	Peter Nunns, GM Strategy, will present to the NZ Automobile Association on the draft National Infrastructure Plan and some of the Commission's other work.
Infrastructure Leaders Network Meet up	13 October	We will be holding an in-person meet up for this group in Christchurch. Minister Meager has confirmed his attendance and will host the Q&A with a Minister session.
National Lifelines Utilities Forum	16 October	Geoff Cooper will be delivering a keynote address on 'Resilience in the NIP' (note that Minister Bishop is also giving a keynote address at this event).

Asset Management – Community of Practice	23 October	Co-hosted with Āpōpō, this session strengthens capability in public sector asset management. Minister Hon Chris Bishop has agreed to speak, alongside NZDF’s Dr Wilfred Kitler (Deputy Director, Asset Information) and Anthony Kerr (Principal Asset Management Advisor, Defence Estate and Infrastructure).
IPP webinar	November (TBC)	Webinar to support understanding of the IPP, going through what the different stages mean and how they change the assessment criteria.
Future Roads Conference (Hamilton)	19-20 November	Peter Nunns, GM Strategy, will provide an update on the development of the National Infrastructure Plan.
Political Acumen Short Course (Wellington)	3 & 4 December	This two-day short course helps senior infrastructure leaders to navigate the political context, strengthen stakeholder engagement, and operate effectively in the public sector environment. Facilitated by s9(2)(a) and Victoria University.

Additional upcoming external events that have an infrastructure focus. This list is not exhaustive and is regularly updated.

Event	Event date	Organiser and event description
Taituarā Conference 2025 (Christchurch)	3-5 September	Annual conference.
Electricity Engineers’ Association (Christchurch)	9-11 September	Annual conference.
Constructive Forum (Auckland)	11-12 September	Annual conference for the construction industry. Further information about this event was provided to your office on 8 April.
Launch of Infrastructure New Zealand report: Unlocking the Value of Transmission Gully	19 September	Event held by Infrastructure New Zealand in collaboration with Kāpiti Coast District Council, Porirua City Council and Wellington City Council. The Minister is scheduled to speak at this conference.
NZ Airports Hui (Blenheim)	6-8 October	Conference held by the NZ Airports Association.
IWA-Aspire Conference and Water New Zealand Conference & Expo 2025 (Auckland)	20-24 October	Joint event held by International Water Association (IWA) and Water New Zealand. The theme is “Empowering Tomorrow: Smart Water Solutions for Resilient Communities.”
NZ Rail Conference (Auckland)	22-23 October	The Minister is scheduled to speak at this conference.

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New Zealand Coastal Society Conference (Napier)	18-21 November	Annual conference. The society is an Engineering New Zealand Technical Group.
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*Vanisa Dhuru, General Manager, Corporate*

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## 2. Advice, Reports and Publications

### 2.1. Upcoming/recent advice and reporting to the Minister

Upcoming and recent advice to the Minister on our work programme and our contribution to the government's wider work programme.

Type and TW Ref	Due to Minister	Title/Description	Minister Action	Status
<b>General Advice</b>				
Aide Memoire TW619	18/08/25	Pipeline June Update, Snapshot	Noting	Sent
Aide Memoire TW617	20/08/25	Speech for Minister - IPWEA Conference	Noting	Sent
Aide Memoire TW622	20/08/25	Briefing for meeting with IPWEA CEO and Head of Country	Noting	Sent
Event Briefing TW622	20/08/25	Meeting with IPWEA CEO and Head of Country	Noting	Sent
Comment TW630	21/08/25	Input to Ministerial letters RE: NIFFCo and CID	Noting	Sent
Briefing TW625	21/08/25	Implementing NZUAG's review of underground asset register management	Decision	Sent
Briefing TW628	28/08/25	Officials' Report for week starting 1 September 2025	Noting	Sent
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Briefing TW634	10/09/25	NIP Plan report update	Noting	Pending
s9(2)(f)(iv)				
Speech TW624	26/09/25	Minister speaking at National Lifelines conference 16 October on Asset Management	Noting	Pending
Briefing TW631	12/11/25	National Infrastructure Pipeline challenges and options for improvements	Decision	Pending

## 2.2. Publications and Proactive Releases

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. We also proactively release information to promote transparency and considered to be in the public interest. The list below sets out recently published reports and upcoming reports and information that is intended to be published or released. We provide a heads-up to the Minister’s office before publishing.

### Publications and Proactive Releases

Topic / Title	Publication or Release date	Description	Type of report	Status
Pipeline snapshot for quarter ending 30 June 2025	26 August	Analysis and high-level insights summarising the Pipeline update and change between quarters.	Pipeline report	Published
June weekly reports	27 August	Infrastructure Commission weekly official’s reports	Briefing	Published
Nation Building: A Century and a Half of Infrastructure Investment in New Zealand	Week of 8 September	This report will provide a new long-term database on infrastructure construction prices, infrastructure investment, and size of infrastructure networks, broken down by infrastructure sector. The findings of the report support the Infrastructure Needs Analysis work that is being done as part of the development of the National Infrastructure Plan. A copy was provided to your office on 14 August as no surprises.	Research report	Pending
Insights for major project delivery	Week of 15 September	This report presents insights around issues that cause problems or cost overruns on major projects, including how to avoid or address these. It is based on international research on megaproject performance alongside local (New Zealand) experiences.	Report	Pending
People build projects – NZ Infrastructure Leadership Challenges report	October	Drawing from international insights, New Zealand-specific evidence and the voices of our Public Sector Infrastructure leaders, this report will outline the workforce and leadership issues that must be tackled to build a more resilient, capable infrastructure sector.	Report	Pending

## 2.3. Upcoming advice for the Parliamentary Under-Secretary

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.

Type and TW Ref	Due to U-S	Title/Description	Action	Status

## 2.4. Ministerial Official Information Act requests

Ministerial OIAs that that we are assisting your office with.

Date to TW and Ref	Requester	Description of request	Date due to Minister	Response Due date
OIA25-CB162	s9(2)(a)	Advice received by the Minister related to his statement regarding jobs generated per billion dollars of infrastructure spend.	Sent	29/08/25

## 2.5. Departmental Official Information Act requests

Advised on a no-surprises basis.

Date Received	Requester Type	Description of request	Sent(S) or Due(D) date
21/08/25	Individual	Underlying data for graph published in research paper	18/09/25(D)
25/06/25	Media - Journalist	IPP Round 1 assessments and correspondence	20/08/25 (S)
25/06/25	Media - Journalist	IPP Round 1 Assessments	20/08/25 (S)

*Vanisa Dhiru, General Manager, Corporate*

## Appendix (attached)

1. Report: Insights for major project delivery by New Zealand Infrastructure Commission
2. OIA Response letter