

Officials' Report

For the week starting 29 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 have been completed and shared internally. Thank you for your feedback, received on 23 September and the subsequent discussion with the Infrastructure Commission Board on 24 September.

With all feedback now received, the full programme of work required to finalise the Plan is being confirmed. Overall, there was strong public and sector agreement with the principles and intent of the recommendations and feedback indicated the Commission has appropriately identified key issues. The recommendations were at a high level and, while feedback noted overall support, responders wanted more detail, raised concerns and made suggestions about how they could be implemented. This will assist us in clarifying our key messages and developing the implementation pathways for the recommendations.

Peter Nunns, General Manager, Strategy

1.1.2. National Infrastructure Pipeline

The September quarter update to the National Infrastructure Pipeline is progressing well and is on track for our routine information release on 30 September. This release provides information to the construction sector and market through our online tools. Analysis will then begin to prepare insights for the Pipeline Snapshot report, expected to be released in November.

Peter Nunns, General Manager, Strategy

1.1.3. Media

As noted previously, the September/October issue of the Water Journal includes an article by Peter Nunns, General Manager, Strategy. The article has now been published online (pp. 42-44).

The Chartered Institute of Logistics and Transport has also published Peter's article on New Zealand's investment in land transport in their September issue, which is now [online](#).

Vanisa Dhiru, General Manager, Corporate

1.1.4. Policy Updates

Local government rates bands – ministerial meeting 6 October 2025

The Department of Internal Affairs (DIA) has progressed work on the design of a mechanism to control the setting of local authority rates [refer *Aides Memoire TW 2024-453; TW-2025-539*]. Policy design was initially based on a revenue cap model but has developed into a rates band mechanism in response to advice from an independent ministerial reference group.¹

We recognise that providing essential infrastructure (in all forms) dominates capital and operating spending by local government. Our overall comment to DIA has been that we doubt that the introduction of a new rates band and a new regulator will be more effective and efficient compared with

¹ Members of the group are Malcolm Alexander, Cameron Bagrie, Fiona Towers, Matthew Walker and Lawrence Yule.

other options to strengthen existing mechanisms that could be developed further. Depending on its design, a rates band regime may constrain the delivery of central government's infrastructure priorities alongside local authority maintenance, renewal and growth demands.

Our comments align closely with the advice of Treasury and the Ministry of Housing and Urban Development officials. We will be contributing to a Treasury briefing to support your meeting with the Minister of Finance and Minister for Local Government on 6 October 2025.

Peter Nunns, General Manager, Strategy

s9(2)(f)(iv)

1.1.5. Other items

Under-Secretary Court Health Delegation

We understand you are scheduled to meet with U-S Court regarding his delegations. In preparation for this, U-S Court has requested a meeting with the Infrastructure Commission to discuss Health infrastructure.

We have provided U-S Court with copies of relevant Commission published reports, including our NZIER report on the state of NZ public hospital infrastructure and the draft National Infrastructure Plan's (dNIP) forward guidance and key issues on health infrastructure. We have also provided links to relevant Health NZ publications over the last 12 months including the National Asset Management Strategy, 10-year health infrastructure plan and the Building Hospitals Better Strategy (announced by Minister Brown at the Investment Summit).

We understand U-S Court is interested in commissioning a briefing from us. We have advised U-S Court of our availability to meet Thursday 2 October and that discussions will need to cover the Commission's mandate, NIP timing, available resourcing and the focus U-S Court wants to take.

Andy Hagan, General Manager, Investment

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)
Infrastructure Priorities Programme webinar	1 October	The Commission will be holding a webinar to support applications to the Infrastructure Priorities Programme, going through what a good application looks like.
Transportation Group (Engineering NZ technical group)	8 October	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will provide an overview of the Infrastructure Priorities Programme.
Enabling Better Infrastructure International Conference	10 October	Geoff Cooper, CE, will be participating in a panel about 'Governing the strategic planning process' at this event which is being held in London (note that the Minister for Infrastructure is also speaking at this event ref: TW688).
Infrastructure Leaders Network Meet up (Christchurch)	13 October	We will be holding an in-person meet up for this group in Christchurch. Hon James Meager, Minister for the South Island 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).
Fletcher Construction New Business Hui	22, 23 October	Geoff Cooper will be presenting on the National Infrastructure Plan at this event.
NZ Rail Conference 2025 (Auckland)	23 October	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will be on a panel looking at 'creating infrastructure value for more than one generation'. Minister Bishop is scheduled to give a Ministerial Address at this conference on the first day of the conference.
Asset Management – Community of Practice	23 October	Co-hosted with Āpōpō, this session strengthens capability in public sector asset management. Minister 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).
Infrastructure Priorities Programme webinar	November (TBC)	Webinar to support understanding of the IPP, going through what the different stages mean and how they change the assessment criteria.
Chartered Institute of Logistics and Transport Forum (Wellington)	6 November	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will present on the Commission's work, including providing an update on the Infrastructure Priorities Programme.

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	3 & 4 December (Wellington)	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
IWA-Aspire Conference and Water New Zealand Conference & Expo 2025 (Christchurch)	29 September-3 October	Joint event held by International Water Association (IWA) and Water New Zealand. Theme: Empowering Tomorrow: Smart Water Solutions for Resilient Communities.
NZ Airports Hui (Blenheim)	6-8 October	Conference held by the NZ Airports Association.
Energy Resilience and Affordability Conference (Wellington)	8-9 October	Ara Ake, in partnership with Community Energy Network and WISE Charitable Trust, presents the third annual conference.
National Māori Energy Summit (New Plymouth)	14-15 October	The summit brings together iwi, hapū, Māori enterprises, government, and industry leaders to explore opportunities in emerging energy sectors and strengthen energy resilience for our communities.
Shaping Queenstown: The 2025 Tourism Infrastructure Summit (Queenstown)	16 October	Infrastructure New Zealand, in partnership with The Post, and sponsored by Air New Zealand. Theme for 2025: Regional solutions for equitable energy.
National Māori Housing Conference (Waitangi)	20-22 October	The conference brings together iwi, government, and community stakeholders to address housing challenges and drive innovative solutions. Originating from a 2010 hui in Rotorua that led to the establishment of Te Matapihi, the conference launched in 2012 at Waitangi and has since become a biennial tradition.
Annual Connection managed by Connexis (Christchurch)	21-23 October	The event has been running for over 20 years and brings together cable jointers, line mechanics and industry stakeholders from across New Zealand. The event consists of competitions, a supplier's expo, and closes with the Connexis Excellence Awards.
2025 ACE Awards Gala (Auckland)	23 October	The ACE Awards recognises New Zealand consultants working in the built and natural environment. List of finalists .
2025 Senior Infrastructure Leaders' Retreat (Auckland)	5-7 November	Infrastructure New Zealand's 2025 Senior Infrastructure Leaders' Retreat Turning the Corner: Setting Direction for Infrastructure, Recovery, and the Road to Election 2026.

New Zealand Power Summit (Auckland)	18-19 November	Event brings together leaders across generation, transmission, retail, government and iwi.
New Zealand Coastal Society Conference (Napier)	18-21 November	Annual conference. The society is an Engineering New Zealand Technical Group.
Thrive 2026 (Wellington)	18-19 February 2026	Engineering New Zealand event designed for engineering employers from across New Zealand and Australia. Theme for 2026: Engineering the Future: Innovation, Inclusion and Resilience.
Transportation Conference (Wellington)	8-11 March 2026	The Transportation Group New Zealand and Trafinz will be co-hosting this conference with the theme: Resilience for the Future. The Transportation Group is an Engineering New Zealand Technical Group.
Downstream: Energy sector's strategic forum (Wellington)	31 March-1 April 2026	Event brings together about 400 representatives from the energy industry.
Stormwater Conference 2026 (Auckland)	11-14 May 2026	Annual stormwater conference.
WasteMINZ Conference 2026 (Wellington)	18-21 May 2026	The WasteMINZ annual conference will be held in partnership with the Australasian Land & Groundwater Association in 2026.
Āpōpō Congress 2026: Global Connections (Hamilton)	19-21 May 2026	Annual congress for Āpōpō.

Vanisa Dhuru, General Manager, Corporate

Proactively Released on www.newzealand.govt.nz

2. Advice, Reports and Publications

2.1. Upcoming/recent advice and reporting to the Minister's Office

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
General advice				
Briefing TW683	22/09/25	Asset Management Guidance and Performance Measures	Decision	Sent
Briefing TW690	25/09/25	Officials' Report for Week Starting 29 September 2025	Noting	Sent
s9(2)(f)(iv)				
Aide Memoire TW687	25/09/25	Asset Management Community of Practice on 23 October 2025	Noting	Sent
Aide Memoire TW624	26/09/25	Speech and Background Information to support attendance at National Lifeline Utilities Forum on 16 October	Noting	Sent
Aide Memoire TW688	30/09/25	Keynote Address at Enabling Better Infrastructure International Conference 2025	Noting	Pending
Aide Memoire TW689	30/09/25	Infrastructure Portfolio Briefing for UK Trip	Noting	Pending
Briefing TW631	12/11/25	National Infrastructure Pipeline challenges and options for improvements	Decision	Pending
Monitoring and performance reports				
TW641	14/11/25	The New Zealand Infrastructure Commission 2025-26 First Quarter Performance Report'	Noting	Pending

Vanisa Dhiru, General Manager, Corporate

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
People build projects – NZ Infrastructure Leadership Challenges report	November	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
Annual report 2024-2025	December	Annual report will be published on our website.	Annual report	Pending

Vanisa Dhiru, General Manager, Corporate

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
Aide Memoire TW692	30/09/25	Speech and background information to support attendance at FMANZ on 9 October.	Noting	Pending

Vanisa Dhiru, General Manager, Corporate

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-CB169	Individual	Advice provided for the Minister's recent visit to Australia.	Sent 09/09/25	30/09/25

Vanisa Dhiru, General Manager, Corporate

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
Nil			

Vanisa Dhiru, General Manager, Corporate