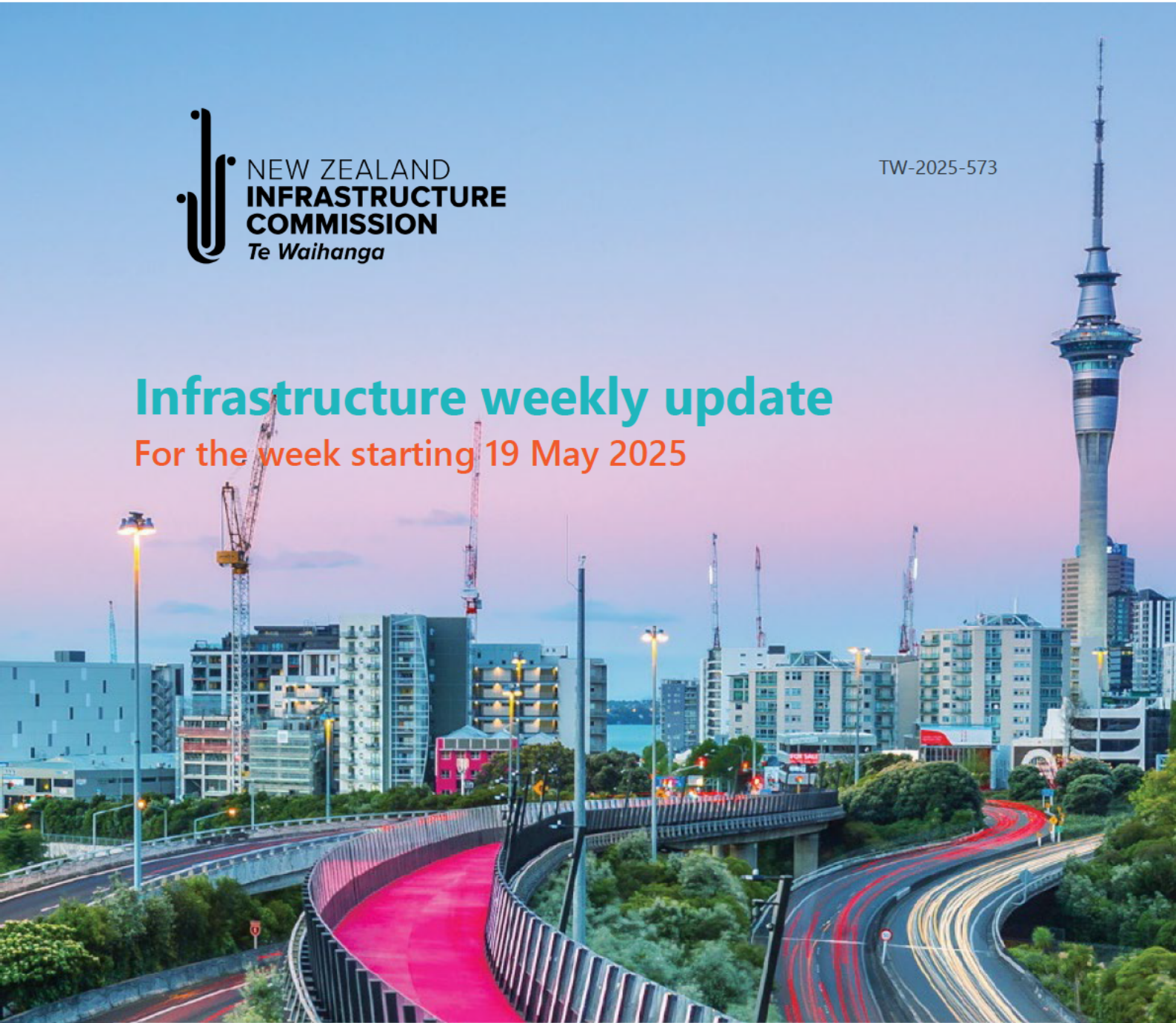


# Infrastructure weekly update

For the week starting 19 May 2025



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

# Table of Contents

- 1. Actions arising from previous meetings ..... 2
- 2. Key issues and updates ..... 3
  - 2.1. National Infrastructure Plan (NIP) ..... 3
  - 2.2. Building Public Sector Infrastructure Leadership Capability..... 4
  - 2.3. Upcoming events ..... 4
- 3. Upcoming advice ..... 7
  - 3.1. Upcoming briefings and aides memoire for the Minister ..... 7
  - 3.2. Upcoming briefings and aides memoire for the Parliamentary Under-Secretary..... 8
  - 3.3. Monitoring and performance reports..... 9
  - 3.4. Upcoming Cabinet papers..... 10
  - 3.5. Ministerial Official Information Act requests ..... 11
  - 3.6. Departmental Official Information Act requests ..... 11
  - 3.7. Upcoming proactive releases..... 11
  - 3.8. Upcoming Ministerial meetings..... 12
  - 3.9. Upcoming meetings for the Parliamentary Under-Secretary..... 12
- Appendix A: List of upcoming reports and publications..... 13
- Appendix B: NIP key dates for Ministerial products..... 15

## 1. Actions arising from previous meetings

### Officials meetings

Meeting date	Agreed action	By whom	By when	Status
5 May	Consider publication date of next Pipeline quarterly update in light of other planned announcements.	Infrastructure Commission	Before 20 May	In progress. Advice on the Pipeline March Quarterly Update was provided to your office on 12 May. We intend to publish on 20 May.

## 2. Key issues and updates

### 2.1. National Infrastructure Plan (NIP)

#### **Plan development**

Development of the draft Plan is continuing. The Quality Review Panel met to review a first draft of the Plan on 6 May, and their feedback is being considered. Feedback was generally positive, with key recommendations focused on ensuring content is simple to understand and appropriately targeted. The Board considered a preliminary draft of the Plan at its meeting on 14 May, and their feedback is being considered. An overview of the draft Plan was discussed at the 14 May Infrastructure and Investment Ministers' Group meeting. Their feedback is being considered and will be reflected in the draft Cabinet paper that you will receive this week. Dates for key NIP Ministerial products are provided in Appendix B.

#### **Ongoing engagement and approach to seeking feedback on the draft Plan**

Currently, we are working through the National Infrastructure Plan Government Forum and with other central government agencies to share findings and seek feedback on components of the draft Plan. We also continue to engage with key stakeholders within the sector as we develop the draft Plan.

#### *Publishing the draft Plan and seeking feedback*

On the morning of 25 June, we will publish the draft Plan on our website. Our Chief Executive, Geoff Cooper, will also publicly announce the draft Plan as part of the opening of our Infrastructure Symposium, which is scheduled to be held at the Beehive Banquet Hall. You are scheduled to give a keynote address at the Symposium. Your keynote address will be followed by a discussion between you and the Labour Party Spokesperson for Infrastructure, Hon Kieran McAnulty.

Between 25 June and 6 August, we will seek feedback on the draft Plan through our website. The feedback received through this six-week period will be analysed and help to inform the final Plan.

To encourage people to provide feedback, we will be hosting several workshops and a series of webinars on different aspects of the draft Plan. We will also encourage feedback through a range of channels, including social media and our website, as well as by working with stakeholders to promote through their channels.

#### *Sharing the results of the Infrastructure Priorities Programme*

We intend to share detailed results of the first round of the Infrastructure Priorities Programme as part of the release of the draft National Infrastructure Plan on 25 June. Prior to release we will notify applicants and work with them to check application material and redact any information that cannot be publicly shared.

You will receive an Infrastructure Priorities Programme Update next week. This will outline our review and sign-out process that we have used to ensure consistency and robustness of assessments, the proposals that have been assessed in Round 1, and the high-level results of these assessments. We will recommend that you refer this advice to portfolio Ministers – meaning they will receive results for applications relevant to their portfolios at the same time as they are being consulted on the NIP Cabinet paper.

*Peter Nunns, General Manager, Strategy*

## 2.2. Building Public Sector Infrastructure Leadership Capability

### Infrastructure Leaders Network Meetups

The Wellington Infrastructure Leaders Network (ILN) Meet-Up on 7 May was another successful event. The theme was Building Trust in Infrastructure Delivery and as mentioned previously, Minister Chris Penk led the "Q&A with a Minister" session, and it was extremely well received.

While the original intention was not to have a standing Ministerial slot at ILN events, strong feedback from senior infrastructure leaders indicates that they find this engagement highly valuable and would like it to continue.

Our next ILN Meet-Up will be held in **Christchurch** (date to be confirmed based on Ministerial availability). We understand that you do not have travel planned to Christchurch during this period, but we wanted to offer you the first right of refusal and if you cannot attend, seek your advice on which Minister you would recommend we invite. One option we are considering is Hon James Meager, Minister for the South Island and Associate Minister of Transport.

*Andy Hagan, General Manager, Investment*

### 2.3. 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)
Future of Construction Summit (Brisbane)	20-21 May	Rebecca Robertshawe, Director Projects and Programmes (Investments team) will be speaking on two panels at Australia's largest annual Construction Summit. She will be speaking on panels discussing Government infrastructure strategies and construction procurement.
Meeting with Labour Party Spokesperson for Infrastructure and Public Investment, Kieran McAnulty MP	21 May	Geoff Cooper, CE, and other Commission staff (TBC), will be meeting with Kieran McAnulty to provide an update on the development of the National Infrastructure Plan.
New Zealand Rail Industry Dinner (Auckland)	29 May	Geoff Cooper, CE, will be the keynote speaker at this dinner hosted by the Australasian Railway Association and New Zealand Rail Committee. He will discuss the development of the National Infrastructure Plan.
Marsh Client Council (Auckland)	5 June	Geoff Cooper, CE, will be a keynote speaker for the upcoming Marsh Client Council. He will discuss the development of the National Infrastructure Plan.
Helen Clark Foundation Event (Auckland)	5 June	Geoff Cooper, CE, to be part of a panel discussion on asset management.

Event	Event date	Description (attending/presenting/purpose)
ASEAN Public Sector Leadership Programme (VUW)	9 June	Nicola Richardson, Director Leadership and Capability, presentation to ASEAN government officials on developing leadership capability across the NZ Public Sector.
The Energy Forum (Taranaki)	18 June	Geoff Cooper, CE, presentation on investing in infrastructure and the development of the draft National Infrastructure Plan.
Infrastructure Commission Symposium (Wellington)	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.
Webinars to support the draft National Infrastructure Plan	July	Up to five webinars led by Commission staff are scheduled for the month of July to highlight aspects of the draft National Infrastructure Plan and to encourage people to provide feedback on the draft Plan. We will provide an update on individual topics and dates as confirmed.
QuarryNZ Conference (Hamilton)	9-11 July	Andy Hagan, GM Investment will speak at this conference. The theme for this year is 'The future is now: Empowering the next generation of quarry professionals.'
Taituarā Community Plan Forum (Wellington)	19-20 August	Nadine Dodge, Acting Director Infrastructure Priorities and Evaluation, will be on a panel looking at how local councils could and should be reflecting their approach to risk and resilience in their long-term plans.
IPWEA Conference (Sydney)	25-28 August	Geoff Cooper, CE, is a keynote speaker at this event. The theme of the conference this year is 'Shaping Tomorrow's World'.
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.

Below is a list of some of the additional external events that will be coming up this year that have an infrastructure focus. This list is not exhaustive and will continue to be updated.

Event	Event date	Organiser and event description
Connecting Aotearoa Summit (Hamilton)	21 May	Event by Tech Users Association of New Zealand (TUANZ) on digital connectivity and tech infrastructure. Formally known as the Rural Connectivity Symposium.
Creating Great Communities Forum (Wellington)	28-29 May	Event held by Taituarā, a membership organisation for professionals working in local government.
Infrastructure Sustainability Council	24 -25 June	Annual event for private and public sector members, with a focus on advancing sustainability. A New Zealand event was not held last year.

Event	Event date	Organiser and event description
Connect Conference (Auckland)		
SuperLocal Conference (Christchurch)	16-17 July	Organised by Local Government New Zealand. We have had initial conversations with LGNZ about speaking opportunities at this conference but have not yet confirmed.
Building Nations 2025 (Wellington)	6-7 August	A vision for New Zealand hosted by Infrastructure New Zealand.
IPWEA International Public Works Conference (Sydney)	25-28 August	International conference.
NZ Wind Energy Association Summit (Wellington)	26-28 August	Annual conference.
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.
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."
New Zealand Coastal Society Conference (Napier)	18-21 November	Annual conference. The society is an Engineering New Zealand Technical Group.
Annual roading sector conference (Hamilton)	19-20 November	Annual conference.

*Vanisa Dhuru, General Manager, Corporate*

## 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.

Advice	Date due to your office	What this advice covers	Deadline for Minister's feedback
Infrastructure Priorities Programme Update	22 May	Overview of Round 1 of the Infrastructure Priorities Programme. We outline our review and sign-out process that we have used to ensure consistency and robustness of assessments, the proposals that have been assessed in Round 1, and the high-level results of these assessments	29 May (and refer to other Ministers)
Underground Asset Register proposal	22 May	Provides initial advice on progressing the Underground Asset Register proposal	tbc
<b>Briefings re reports and publications</b>			
Public Agreement and Community Expectations (PACE) report	20 May	Overview of the report that we intend to publish in June (see Appendix A).	tbc
From plans to projects: Assessing how central government plans, funds, delivers, and manages infrastructure	27 May	Overview of the Public Investment Management Assessment (PIMA) report that we intend to publish in June (see Appendix A).	tbc (and refer to other Ministers)
Infrastructure Needs Analysis (INA) draft results and technical papers, along with draft sector summaries	4 June	Overview of the draft results and technical papers we intend to publish in June (see Appendix A).	Tbc (and refer to other Ministers)
Nation building: 150 years of infrastructure investment in New Zealand	July	Overview of a report that we intend to publish in August (see Appendix A).	tbc

Advice	Date due to your office	What this advice covers	Deadline for Minister's feedback
People build projects – NZ Infrastructure Leadership Challenges report	July	Overview of the report that we intend to publish in August (see Appendix A).	tbc

### 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 <a href="#">tracking number</a>	Date due to your office	What this advice covers	Deadline for USC'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
SPE 2025/26 and SOI 2025-2029	30 June	We provided you with initial drafts of our updated Statement of Performance Expectations (SPE) for 2025/26, along with an updated Statement of Intent (SOI) for 2025-2029 on 30 April. Final versions will be provided no later than 30 June.	As the responsible Minister, the Crown Entities Act 2004 requires you to provide any comments that you may have on the draft no later than 15 working days after receiving it (21 May). We must then consider the comments (if any) and provide you with the final statements as soon as practicable after receiving the comments but before the start of the financial year (ie before 30 June).
Quarterly Performance Reporting	31 July	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.	The Q3 report for the quarter 1 January to 31 March 2025 was provided to you on 30 April 2025. The next report for the period 1 April-30 June will be due no later than 31 July.

### 3.4. Upcoming Cabinet papers

This table summarises upcoming Cabinet papers where the Infrastructure Commission has provided comment.

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
None				

### 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
16 April	s9(2)(a)	Info about InfraCom Diversity, Equity, and Inclusion (DEI) policies, plans, and strategies	19 May
14 May		Advice received by Under-Secretary Court regarding climate-related risks to critical infrastructure, adaptation strategies for roading, transport or energy assets, and the Crown's Te Tiriti obligations for environmental protection or resource management	12 June

### 3.7. Upcoming proactive releases

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.

Description	Status	Indicative date to publish
Proactive release of weekly updates (April)	We will provide redacted April weekly updates to the Office shortly.	To be published in June
Proactive release of Letter of Expectations and Strategic Issues Letter	The Treasury is preparing to proactively release 2025/26 Letters of Expectations sent to all of the entities in its commercial portfolio, including the one for the Infrastructure Commission. We intend to publish our Strategic Issues Letter responding to the Letters of Expectation around the same time.	By 28 May (Treasury lead)

### 3.8. 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
Going for Housing Growth officials meeting	20 May, 5:15-6pm	Minister Bishop and officials (HUD/DIA-lead)	Agenda tbc	Geoff Cooper/Peter Nunns tbc
Infrastructure officials meeting	21 May, 5:45-6:30pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	28 May, 4:40-5:40pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	4 June, 4:15-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	18 June, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander
Infrastructure and Investment Ministers Group (IIMG)	18 June, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	1 July, 11:30am-12:30pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper

### 3.9. 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	18 June, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander

[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
Pipeline snapshot for quarter ending 31 March 2025	Pipeline report	20 May (tbc)	Analysis and high-level insights summarising the Pipeline update and change between quarters.
Draft National Infrastructure Plan and associated reports	Plan and reports	25 June	The draft National Infrastructure Plan will be publicly released for feedback on 25 June. At the same time, we plan to publish three reports that underpin aspects of the Plan (see below).
Public Agreement and Community Expectations (PACE) report	Report	25 June	This desktop review looks to answer two main questions: What are our communities’ expectations for infrastructure and its services, and how to pay for it? What are the public perceptions of the relative priorities of infrastructure and services problems and opportunities?
From plans to projects: Assessing how central government plans, funds, delivers, and manages infrastructure	Report	25 June	As part of our work to develop a National Infrastructure Plan, we want to understand whether current policy, regulatory and institutional settings are supporting central government to plan, select, and deliver infrastructure investments efficiently and effectively. To help us understand what’s working and where New Zealand could improve, we have assessed central government system settings against the ‘Public Investment Management Assessment’ (PIMA) framework developed by the International Monetary Fund (IMF) in 2015.
Infrastructure Needs Analysis (INA) draft results and technical papers, along with draft sector summaries	Report	25 June	This report will provide the draft results of the infrastructure needs analysis we are undertaking to best estimate our long-term infrastructure needs and compare them with current investment intentions to identify gaps and opportunities for recalibration and reforms.
Pipeline snapshot for quarter ending 30 June 2025	Pipeline report	August	Analysis and high-level insights summarising the Pipeline update and change between quarters.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Nation building: 150 years of infrastructure investment in New Zealand	Research report	August	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 report will be an important background paper for the Infrastructure Needs Analysis work that is being done as part of the development of the National Infrastructure Plan. We are working with LGNZ to present some of the findings of this report at their all-of-local government meeting on 1 May as part of our publication launch.
People build projects – NZ Infrastructure Leadership Challenges report	Report	August	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.

## Appendix B: NIP key dates for Ministerial products

	May				June			
w/b	5/5	12/5	19/5	26/5	2/6	9/6	16/6	20/6
<b>IIMG/Cabinet Overview of NIP</b>	Cabinet paper in drafting (based on IIMG papers and A3)	<p>14 May IIMG meeting</p> <p>14 May Board considers initial draft NIP</p> <p>15 May Revise draft Cabinet paper based on IIMG feedback</p> <p>16-20 May Departmental consultation on Cabinet paper</p>	20 May Draft Cabinet paper to <a href="#">Minfra</a> (based on IIMG paper and A3)	27 May Ministerial consultation on Cabinet paper commences (27/5-10/6)	Ministerial consultation on Cabinet paper (27/5-10/6)	10 June Cabinet paper revised to incorporate feedback from Ministerial consultation	16 June CBC considers NIP Overview paper	23 June Cabinet considers NIP Overview paper
						11 June Board final approval of draft NIP for release	18 June NIP Overview Cabinet paper lodged	
						11 June <a href="#">Minfra</a> final approval to lodge Cabinet paper (delegated?)		
						12 June CBC paper lodged		
<b>Detailed briefing material to <a href="#">Minfra</a></b>	7 May NIP update/overview to <a href="#">Minfra</a> to support Julie-Anne Genter meeting 15/5	12/13 May Pipeline March Quarterly update AM to <a href="#">Minfra</a>	<p>20 May Aide memoire &amp; Public Agreement and Community Expectations (PACE) to MINFRA</p> <p>22 May Aide Memoire IPP Round 1 Results to <a href="#">Minfra</a> refer to Budget and portfolio Ministers (referral by 29 May)</p>	27 May Aide memoire & Public Investment Management Assessment (PIMA), and summary of NIP findings and <a href="#">reccs</a> to <a href="#">Minfra</a> refer to Budget Ministers	4 June Aide memoire & Infrastructure Needs Analysis (INA) draft results, technical report and sector summaries to <a href="#">Minfra</a> refer to Portfolio Ministers	12 June Office staff receive material to support briefing <a href="#">Minfra</a> on NIP ahead of Symposium	19 June Comms pack for release of NIP to <a href="#">Minfra</a> (draft Symposium speech, press release, FAQs)	25 June Full NIP draft formally submitted to <a href="#">Minfra</a>
								Symposium – release of NIP, IPP Round 1 Results, PIMA, PACE, INA
<b>Cross-party briefings and consultation</b>		15 May <a href="#">Minfra</a> meeting with Julie-Anne Genter	Cross-party meetings TBC	Cross-party meetings TBC	Cross-party meetings TBC		19 June Opposition spokesperson McAnulty to receive material for Symposium	