

Infrastructure weekly update

For the week starting 5 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. Upcoming events 3
- 3. Upcoming advice 6
 - 3.1. Upcoming briefings and aides memoire for the Minister 6
 - 3.2. Upcoming briefings and aides memoire for the Parliamentary Under-Secretary 7
 - 3.3. Monitoring and performance reports 8
 - 3.4. Upcoming Cabinet papers 9
 - 3.5. Ministerial Official Information Act requests 10
 - 3.6. Departmental Official Information Act requests 10
 - 3.7. Upcoming proactive releases 10
 - 3.8. Upcoming Ministerial meetings 11
 - 3.9. Upcoming meetings for the Parliamentary Under-Secretary 11
- Appendix A: List of upcoming reports and publications 12

1. Actions arising from previous meetings

Officials meetings

Meeting date	Agreed action	By whom	By when	Status
15 April	Treasury and InfraCom to update draft asset management Cabinet paper and resubmit to Office	Andy Hagan	17 April	Completed
15 April	InfraCom to update draft A3 on the National Infrastructure Plan (NIP) for the next Infrastructure and Investment Ministers Group (IIMG) meeting on 14 May	Peter Nunns	28 April	Completed
15 April	In addition to the IIMG NIP A3, InfraCom to consider whether they can provide a full draft of a sector summary to discuss at IIMG	Peter Nunns	Week of 5 May	Completed. Sample sector summary provided 30 April for inclusion in 14 May IIMG pack.

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

Plan development

Development of the draft Plan is continuing, with the Quality Review Panel reviewing a first draft of the Plan on 6 May. An A3 Plan on a Page, covering briefing and sample sector summary have been developed to support discussion at the 14 May Infrastructure and Investment Ministers' Group meeting.

Peter Nunns, General Manager, Strategy

2.2. 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)
Infrastructure Leaders Network (ILN) Meet-Up (Wellington)	7 May	The Meet-Up has been rescheduled to coincide with a visit by Dr Kerry Bobbins to NZ (Head of Enabling Better Infrastructure (EBI) Programme in the UK). Hon Chris Penk, Minister for Construction, will attend and address the Meet-Up.
'Auckland@15', a special breakfast event at Deloitte's Auckland office (Auckland)	7 May	Geoff Cooper, CE, will present at this event, which will bring together former Prime Ministers Rt Hon Helen Clark and Rt Hon Sir John Key, Mayor Wayne Brown, and (waiting to confirm) Prime Minister Christopher Luxon.
Urban Development Institute of New Zealand (Wellington)	12 May	Peter Nunns, GM Strategy, has been asked to be part of a face-to-face forum. He will provide an update on the development of the draft National Infrastructure Plan.
Construction Clients' Group seminar (Wellington)	14 May	Philip Stevens, Acting Director Economics, will provide an update on our needs analysis work and the development of the draft National Infrastructure Plan.
Annual Āpōpō Congress (Christchurch)	14-16 May	The theme for the conference this year is 'Delivering infrastructure value'. In addition to your own speech, Peter Nunns, GM Strategy, is confirmed to present on the development of the National Infrastructure Plan and some of our work on asset and investment management settings and system improvements. Geoff Cooper, CE; Peter Nunns, GM – Strategy; and Sina Cotter Tait, Board Member, will be on the affirmative side of an 'infrastructure debate' at the Congress on 15 May. The topic for the debate is 'The next generation of New Zealanders will enjoy better infrastructure value than the last'. They will debate against three Āpōpō Life Members.

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.
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. The draft NIP will be announced and released for public feedback.
QuarryNZ Conference (Hamilton)	9-11 July	Geoff Cooper, CE, has been asked to speak at this conference. The theme for this year is 'The future is now: Empowering the next generation of quarry professionals'.
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'.

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
Stormwater Conference (Rotorua)	13-15 May	Annual conference organised by Water NZ.
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 Connect Conference (Auckland)	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.
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."
Annual roading sector conference (Hamilton)	19-20 November	Annual conference.

Vanisa Dhiru, 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
Event briefing for 14 May Apōpō Congress	5 May	Provides background information, speech and Q&A to support your attendance at the Apōpō Congress on 14 May.	14 May
Underground Asset Register proposal	May tbc	Provides initial advice on progressing the Underground Asset Register proposal	tbc
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, and the proposals that have been assessed in Round 1 and the high-level results of these assessments	29 May (and refer to other Ministers)
Briefings re reports and publications			
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)
People build projects – NZ Infrastructure Leadership Challenges report	29 May	Overview of the report that we intend to publish in June (see Appendix A).	tbc

Advice	Date due to your office	What this advice covers	Deadline for Minister's feedback
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
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

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 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

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 (March)	We will provide the March weekly updates to the Office shortly.	To be published in May
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.	tbc (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
Infrastructure officials meeting	5 May, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper/Peter Nunns/Andy Hagan
Infrastructure officials meeting	14 May, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	14 May, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	21 May, 5:15-6:15pm	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, 5-6pm	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

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, 5-6pm	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	22 May (tbc)	Analysis and high-level insights summarising the Pipeline update and change between quarters.
People build projects – NZ Infrastructure Leadership Challenges report	Report	12 June	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.
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).
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.
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?

Topic / Title	Type of report	Intended publication date	What this report or publication covers
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.
Infrastructure Priorities Programme -		25 June	
Pipeline snapshot	Pipeline report	August	Analysis and high-level insights summarising the Pipeline update and change between quarters.
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.