

Infrastructure weekly update

For the week starting 24 February 2025



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
29 January Infrastructure officials meeting	Provide an overview and outline of our planned Asset Management work programme	Andy Hagan	20 Feb	Sent 20 Feb [TW-2025-533 refers]

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

Engagement

Following the regional workshops held at the end of last year, we continue to work across central and local government agencies, iwi and Māori advisory groups, the infrastructure sector and industry to ensure the National Infrastructure Plan (NIP) is enduring.

As part of this work, we are looking to establish a Māori Advisory Group and to engage with Māori and representative iwi entities across New Zealand.

We are continuing to hold sessions for the Government Agency Forum, with our next meeting scheduled for 5 March. Comprised of core infrastructure policy and delivery agencies, the purpose of the forum is to provide coordination across the different agencies in the development of the NIP.

We have also engaged directly with a range of government and sector stakeholders, including the Upper North Island Strategic Alliance (UNISA), the Aotearoa Circle, Department of Internal Affairs (Regional Deals), Sport NZ, Ministry of Transport and Taumata Arowai.

The Commission is also working with the Treasury Summit team to draft your presentation on the National Infrastructure Plan for the upcoming international investment summit.

National Infrastructure Pipeline

Analysis of the December 2024 quarter update for the National Infrastructure Pipeline is complete, and the associated Pipeline snapshot report is scheduled to be published on 25 February. We have provided your office a draft media release outlining insights from December's update, including key changes from September. Going forward, we will brief you on our Pipeline snapshot reports in the same way as we do our other publications, with a cover briefing two weeks ahead of publication including the main points and key messages.

The March 2025 quarter update is underway. On 19 February, we held a Pipeline onboarding webinar that was attended by 48 organisations. March quarter Pipeline submissions can be uploaded to our Information Supply Platform from 19 February, with a deadline of 13 March. The March quarter data update will be published on 31 March, followed by analysis and production of the next Snapshot report.

Peter Nunns, General Manager, Strategy

2.2. Scott Base update

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

Antarctica NZ intends to proceed with initial procurement activity to progress design and will be publicly seeking expressions of interest in early contractor engagement (which is good practice to assist with buildability and cost-effective design development). s9(2)(g)(i), s9(2)(b)(ii), s9(2)(j)

Design ultimately needs to be developed to inform the

detailed business case and give confidence the project can be delivered within the existing tagged contingency of \$498M. The Treasury and the Commission continue to participate in the Ministry of Foreign Affairs and Trade monitoring group, with Treasury’s Quarterly Investment Reporting providing dashboard updates to IIMG.

Andy Hagan, General Manager, Infrastructure Delivery

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)
Dentons panel discussion: Infrastructure in New Zealand - Time for the tough conversations (Wellington)	5 March	Peter Nunns, GM – Strategy will speak about the development of the National Infrastructure Plan on a panel discussion hosted by Dentons.
Infrastructure Leaders Network (ILN) Meet-Up (Auckland)	6 March	The agenda is finalised and will continue to focus on fostering innovation, leadership, and collaboration across the infrastructure sector.
Construction Clients’ Group seminar (Wellington)	13 March	Peter Nunns, GM – Strategy, will be presenting an update on the development of the draft National Infrastructure Plan.
Infrastructure Resilience Conference (Auckland)	18 March	Peter Nunns, GM – Strategy, has been asked to speak at a conference session on ‘resilience in interconnected infrastructure networks’ this is being hosted by Infrastructure New Zealand.
Infrastructure Leaders Network (ILN) (Online masterclass)	25 March	Graeme Newton, CE of Cross River Rail (Brisbane), will speak about Driving Innovation to Project Directors.
Asset Management Community of Practice (Wellington)	27 March	We are partnering with Āpōpō to host a Community of Practice for Public Service Asset Managers.
Presentation to Transport Accident Investigation Commission (Wellington)	29 April	Geoff Cooper, CE, has been asked to present to the Commissioners and Executive Leadership Team of the Transport Accident Investigation Commission.
LGNZ All-of-local government meeting – focus on infrastructure (Wellington)	1 May	Peter Nunns, GM – Strategy, will be sharing findings from ‘Nation Building: 150 Years of Infrastructure Networks’, which will be published that day.
Annual Āpōpō Congress (Christchurch)	14-16 May	The theme for the conference this year is ‘Delivering infrastructure value’. We are currently confirming who from the Commission will be speaking at the Congress.
NZTA Pavements Conference (Christchurch)	9-11 June	Peter Nunns, GM – Strategy, has been asked to speak at the 22nd NZTA Pavements Conference. This year’s theme is ‘the Next Generation – Pavements and People’.

Event	Event date	Description (attending/presenting/purpose)
WasteMINZ Conference (Christchurch)	10-12 June	Peter Nunns, GM – Strategy, has been asked to speak at the WasteMINZ annual conference.
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. s9(2)(f)(iv)
Infrastructure Leaders Network (ILN) Meet-Up (Wellington)	26 June (tbc)	The agenda is currently being developed and will continue to focus on fostering leadership, capability, and collaboration across the infrastructure sector. Please let us know if you wish to attend.

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
National Freshwater Conference (Auckland)	4-5 March	Annual conference for the freshwater sector.
Insurance Council of New Zealand Conference (Auckland)	4 March	Theme is 'Getting Resilience Right'.
Infrastructure Resilience Conference (Auckland)	18 March	Infrastructure New Zealand's Infrastructure Resilience Conference.
Downstream Conference (Christchurch)	20-21 March	The energy sector's annual conference.
New Zealand Planning Institute Conference (Invercargill)	26-28 March	Annual conference.
Stormwater Conference (Rotorua)	13-15 May	Annual conference organised by Water NZ.
Creating Great Communities Forum (Wellington)	28-29 May	Event held by Taituarā, a membership organisation for professionals working in local government.
QuarryNZ Conference (Hamilton)	9-11 July	The future is now: Empowering the next generation of quarry professionals.
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.

Event	Event date	Organiser and event description
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 Engineer's Association (Christchurch)	9-11 September	Annual conference
Constructive Forum (Auckland)	11-12 September	Annual conference for the construction industry.
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 (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
Future of the Census [TW-2024-525]	Sent 19 December	Provides advice on the letter to the Minister for Infrastructure from the Minister of Statistics of 7 November, with proposed changes relating to the future of census.	Ahead of Cabinet consideration in March 2025
Investment planning and asset management settings [TW-2025-533]	Sent 20 February	Overview and outline of our planned Investment and Asset Management work programme	26 February
Meeting with Wellington Mayor on 26 February	Noon 25 February	Provides background information for this meeting	26 February
Resource Management Reform	27 February	Provides advice on the Infrastructure Commission's view of the Expert Advisory Group's Blueprint for RM Reform, and implications for infrastructure	tbc
Infrastructure Priorities Programme Update	Early April	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.	tbc
Briefings re reports and publications			
Delivery guidance on <i>Delivering better value and better outcomes: changing practices in infrastructure delivery</i>	5 March	This provides an overview of delivery guidance we intend to publish by the end of February (further detail is in Appendix A).	tbc

Topic and tracking number	Date due to your office	What this advice covers	Deadline for Minister's feedback
Delivery guidance on <i>Towards better contracts</i>	5 March	This provides an overview of delivery guidance we intend to publish by the end of February (further detail is in Appendix A).	tbc
Research report on <i>When does Growth Pay for Growth?</i>	6 March	This provides an overview of a research report we intend to publish in March (further detail is in Appendix A).	

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
3-year Business Plan	31 March	The 3-year business plan will include strategic context (including priorities and initiatives); a financial plan including a 3-year forecast, income statement, balance sheet, future funding requirements and forecast allocation of resources against outputs and deliverables, and actions the Commission plans to take to minimise consultancy costs and improve the efficiency of its operations.	Interim information was provided to the Treasury and Minister on 30 September 2024. A final 3-year business plan is due by 31 March 2025.

Topic	Date due to your office	What this report covers	Timeline
Quarterly Report Q3	Before 30 April	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 report for the quarter 1 January to 31 March 2025 will be due with the Minister/Monitor no later than 30 April 2025.

3.4. Upcoming Cabinet papers

We provide advice to you on upcoming papers that you or your colleagues are taking to Cabinet, where the Infrastructure Commission has provided comment.

Lead Minister	Description	Date due to your office	Committee	Timeframe
s9(2)(g)(i)				

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
17 February	s9(2)(a)	Copies of specified documents (15 papers for Infracom)	tbc	

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
None			

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.

Date received from your office	Description of request	Status	Indicative date to publish
Your office requested Health NZ coordinate a joint release with input from the Ministry of Health, Treasury and Te Waihanga	Proactive release of advice about New Dunedin Hospital	TW’s redacted docs sent to Health NZ on 23 October Feedback received from Min offices	tbc
n/a	Proactive release of <i>Challenges and opportunities in the transport system</i> [TW-2025-528]	We will be informing key stakeholders (Treasury, NZTA, MOT, KiwiRail, CRL, Office of the Auditor-General), as they are referenced in the report, that we will be publishing this report. We will also provide a copy of the material proposed to be released to the Office.	Expected to be finalised in late February
n/a	Proactive release of material we prepared for the Transport and Infrastructure Committee briefing on the Northland RONS on 30 January 2025	We have provided a copy of material proposed to be released to the Office	Expected to be finalised in late February
n/a	Proactive release of weekly updates (October, November, December)	We will provide a copy of redacted material proposed to be released to the Office	Expected to be finalised in late February

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
Meeting with Wellington Mayor Tory Whanau about the Underground Asset Register	26 February, 3-3:30pm	Minister, infrastructure officials, Wellington City Council officials, Infrastructure New Zealand, Chorus and Digital Built Aotearoa Foundation	Agenda tbc	Andy Hagan
Infrastructure officials meeting	26 February, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Going for Housing Growth officials meeting	26 February, 6:15-7pm	Minister Bishop and officials	Agenda tbc	Peter Nunns
Infrastructure officials meeting	5 March, 11:30am-12:30pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	12 March, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	20 March, 10:45-11:30am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	26 March, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs

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	26 March, 5:15-6:15pm	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
Pipeline snapshot (fourth quarter 2024)	Pipeline report	25 February	Analysis and high-level insights summarising the Pipeline update and change between quarters. We have prepared a media release on this snapshot in response to a request from your office.
When does Growth Pay for Growth?	Research report	Week of 17 March	This research report will share findings on whether infrastructure-enabled economic growth is sufficient to generate revenues to cover the costs of infrastructure construction.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	Week of 24 March	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	Week of 24 March	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.
Feedback on Testing our thinking	Report	Week of 31 March	This report will provide an overview of feedback received on our discussion document <i>Testing our thinking: Developing an enduring National Infrastructure Plan</i> . We will share what we’ve learnt and highlight ways the feedback will inform the Plan.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Nation Building: 150 Years of Infrastructure Networks	Research report	1 May	<p>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.</p>

Appendix B: Key milestones for the National Infrastructure Plan

Date	Deliverable	Detail	Current Status
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, including Māori engagement. Public engagement to raise awareness and validate challenges and issues before consultation on the draft Plan.	Phase 2 of the engagement will start in February.
February/March 2025	Early findings and preliminary recommendations	Early findings and approach to 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 recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
Beginning of May 2025	Quality review	Quality review on the draft plan.	
May 2025	Draft plan for informal review	Draft of the plan provided to the Minister on a "no surprises" basis.	
Late 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.	
Early November	Quality review	Quality review on the final draft of the 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.	