

Infrastructure Officials' Report

For the week starting 4 August 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

Consultation on the draft National Infrastructure Plan is underway and feedback closes on 6 August. We have now received feedback and submissions from nearly 1,200 people. We are expecting an influx of submissions in the final week, particularly document uploads from sector and local government organisations.

The demographics of responders is still skewed towards middle aged and older people, men and people who live in Wellington. To ensure we have demographically representative feedback on consultation questions we have commissioned access to a panel of 1,000 nationally representative members to add to and supplement our feedback. This will allow us to say with more surety, what New Zealanders think about the Plan and its recommendations.

As part of the consultation process we are meeting with industry sector representative groups and consumer groups to discuss their views on the draft Plan. Interest from sector stakeholders has been high, resulting in around 30 meetings with representative groups across sectors.

Peter Nunns, General Manager, Strategy

1.1.2. Media

CE Geoff Cooper will be appearing on TVNZ’s Q&A show on Sunday 3 August to discuss the National Infrastructure Plan.

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)
Ansarada lunch (Wellington)	5 August	Geoff Cooper, CE, has been invited to join in a lunch discussion with a group of New Zealand and Australian infrastructure leaders. Simon Court, Under-Secretary to the Minister for Infrastructure, will be speaking.
NZDF Lead Integrated Capability leadership course	5 August	Nicola Richardson, Director Leadership & Capability is a panellist on the Promote Organisational Excellence Value Add panel.
Building Nations (Wellington)	6-7 August	Geoff Cooper, CE, and Peter Nunns, GM Strategy, have been invited to participate in panel discussions. We note that the Minister is speaking at this event.
NZ Asset Management Symposium	14 August	Andy Hagan, GM Investment will be speaking on “From Plans to Performance – Putting the NIP’s ‘Start-with-Maintenance’ Agenda to Work”
NZIER event (Wellington)	14 August	Geoff Cooper, CE, has been invited to speak about the draft National Infrastructure Plan and the Commission’s work.

Quarry Leaders Forum (Wellington)	19 August	Geoff Cooper, CE has been invited to speak to leaders from the quarry sector about the draft National Infrastructure Plan and the work of the Commission.
Taituarā Community Plan Forum (Wellington)	19-20 August	Nadine Dodge, 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 participant at this event. The theme of the conference this year is 'Shaping Tomorrow's World'.
Infrastructure New Zealand TIC – Wellington Branch	27 August	Graham Campbell, Director Economics and Research, has been asked to provide a short presentation on the draft National Infrastructure Plan to Infrastructure New Zealand's TIC (The Wellington Collective).
Transportation Group (Engineering New Zealand technical group)	28 or 29 August	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will be providing an update on the Infrastructure Priorities Programme.
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.
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.
Future Roads Conference (Hamilton)	19-20 November	Peter Nunns, GM Strategy, will provide an update on the development of the National Infrastructure Plan.

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	Comment
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.

Vanisa Dhiru, 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
General Advice				
Aide Memoire TW607	31/07/25	NZUAG meeting pre-brief	Noting	Sent to office
Report TW608	31/07/25	Infrastructure Officials Report	Noting	Sent to office
Aide Memoire TW599	17/07/25	UK Infrastructure strategy analysis	Noting	Sent to office
Monitoring and performance reports				
Aide Memoire TW605	31/07/25	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.	Noting	Sent to office

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 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	August	Analysis and high-level insights summarising the Pipeline update and change between quarters.	Pipeline report	Pending
Nation building: 150 years of infrastructure investment in New Zealand	Late 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.	Research report	Pending
Insights for major project delivery	August/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
Nil				

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
Nil				

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
25/06/25	Media – Journalist	IPP Round 1 assessments and correspondence	20/08/25 (D)
25/06/25	Media- Journalist	IPP Round 1 Assessments	20/08/25 (D)
22/07/25	Political Party	Advice provided to Minister in WPQ 32214 in relation to RMA reforms - Partial transfer from Minister	19/08/25 (D)
21/07/25	Individual	Ultra fast Broadband rollout costs – Transferred to MBIE	25/07/25 (S)

Vanisa Dhuru, General Manager, Corporate