

# Infrastructure weekly update

For the week starting 18 November 2024



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
None				

## 2. Key issues and updates

### 2.1. National Infrastructure Plan

#### National Infrastructure Pipeline

The request for updated Pipeline information for the final calendar quarter of 2024 is live, with updates due on 6 December. This timeline will enable the updating of the Pipeline insights tools before Christmas, with Pipeline Snapshot publication following in February 2025. In this update we have asked contributors to focus on improving their data quality, including improved: date information, spatial coordinates, and by adding their maintenance programmes. Improvements in this area will support better signalling to the construction market and support the development on the National Infrastructure Plan. We continue to engage and encourage with new contributors to onboard them to the Pipeline process and insights.

#### Engagement on the Discussion Document

The publication of the Discussion Document on 5 November received good media coverage and we are already receiving online submissions. Last week we saw the highest number of users to our website ever with the most visited page (outside of the homepage) being the discussion document page; the document has been downloaded over 900 times.

On 12 November, two workshops (morning and afternoon) were held in Christchurch to support the release of the discussion document. Acting General Manager – Strategy, Peter Nunns, and members of the Commission’s team discussed the development of the National Infrastructure Plan and shared some of the Commission’s early thinking. The afternoon workshop was co-hosted with Infrastructure New Zealand and was opened by their Chief Executive Nick Leggett. Over 50 people attended the workshops with representatives from local and central government, Māori/iwi organisations, and the private sector. Attendees included our Board member Sina Cotter Tait and Environment Canterbury Councillor Deon Swiggs.

*Peter Nunns, Acting General Manager, Strategy*

### 2.2. Date confirmed for Transport and Infrastructure Committee briefing

It has been confirmed that we will brief the Transport and Infrastructure Committee on the Northland RONS on 12 December (our update from last week refers). We will provide you with a heads-up of our speaking points ahead of our appearance.

*Barbara Tebbs, General Manager, Policy*

### 2.3. Report back – Infrastructure Partnerships Australia (IPA) meetings and events

Geoff Cooper attended an event with the IPA and Minister of Finance on 11 November; and also had a session with the IPA on 12 November. We discussed salient features of the Australian pipeline, <sup>s6(b)</sup>

We discussed the infrastructure operating environment in New Zealand, including aspects of NZ’s National Infrastructure Pipeline, policy shifts and the establishment of the

Infrastructure Priorities Programme. We also discussed asset management practices, funding challenges and equity implications, private financing and PPPs, and the emergence of resilience as a key driver of future infrastructure services.

*Geoff Cooper, Chief Executive*

## 2.4. Launch of the PPP Blueprint and related events

We supported your office with the launch of the PPP Blueprint on 13 November. This generated positive media coverage of the Government's approach to PPP and the emerging bipartisan approach to these issues. We also participated in two industry-focused events to support the launch.

The first was a webinar organised by the Spanish Trade Office to promote New Zealand infrastructure opportunities to Spanish contractors and investors. MFAT officials introduced Spanish Embassy staff to the Infrastructure Commission, and we were able to help facilitate a successful event, including by providing a venue and equipment for a pre-recording session on 12 November. Speakers included the Spanish Ambassador to New Zealand Miguel Bauza More, Simon Court MP, Geoff Cooper, Brendan Herder, Andrew Robertson (NZTA), Paul Corbett (CPB), Tomaz Jimenez (Acciona) and Louise Marsden (Mafic).

The pre-recorded webinar will be broadcast live to Spain on the evening of 14 November (9pm NZ time). Brendan Herder will dial in to this session to answer any further live Q&A from the Spanish participants.

We also presented at an evening event on 13 November organised by Infrastructure New Zealand and hosted by GHD, which was timed to support the launch. We liaised with your office and provided talking points for US Court's speech at this event. There was strong audience engagement in the Q&A session, and we received positive informal feedback from the sector.

We are working with your office on a proactive release of the PPP Cabinet paper and related advice.

*Andy Hagan, General Manager, Infrastructure Delivery*

## 2.5. 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)
Zero Waste Aotearoa National Summit 2024	18 November	Peter Nunns, Acting General Manager Strategy, will be part of a panel discussion at this event.
National Infrastructure Plan – stakeholder engagement events in Auckland	19 November	We are hosting two stakeholder workshops to support engagement on 'Testing our thinking: Developing an enduring National Infrastructure Plan'. We have invited representatives from local government, central government, the private sector, representative organisations. Infrastructure New Zealand is co-hosting an afternoon workshop for their members.
Webinar on Congestion Charging, Helen Clark Foundation	20 November	Nadine Dodge, Team Leader IPP, will be moderating this webinar.

Event	Event date	Description (attending/presenting/purpose)
Chatham Islands Stakeholder Bi-annual Forum	20 November	Jon Butler, Director – Strategy, will be presenting at the Chatham Islands Stakeholder Forum that is being held in Wellington for the day. He will be speaking during an afternoon session on resilient infrastructure. The forum is hosted by the four island governance entities: the Chatham Islands Council, Hokotehi Moriori Trust, Chatham Islands Enterprise Trust and Ngāti Mutunga o Wharekauri Iwi Trust on behalf of the Chatham and Pitt Island communities.
Testing our thinking webinar	22 November	Peter Nunns, Acting General Manager Strategy, and Graham Campbell, Principal Economist, will present emerging thinking on the development of the National Infrastructure Plan to support the release of the discussion document.
Wellington Infrastructure Leaders Network workshop	26 November	We are hosting a Wellington Infrastructure Leaders Network at City and Sea Museum in Wellington that will be in a similar format to the National Infrastructure Plan stakeholder events.
Road Controlling Authority Forum in Wellington	26 November	Geoff Cooper, CE, will be presenting on the National Infrastructure Plan and our research. The Minister of Transport is also scheduled to speak at this forum. The theme of the forum is 'Implementing under the new GPS'.
IPP Webinar – Understanding the IPP assessment criteria	27 November	This is a webinar for potential submitters to help them prepare applications. This is part of a series of webinars being led by our IPP team.
Joint Regional Economic Development Committee (Northland)	6 December	Geoff Cooper and Matt Keir have been asked to present on our work programme, messaging/direction to local government on infrastructure development, and the Pipeline.
Presentation to LGNZ National Council	6 December	Geoff Cooper, CE, has been asked to be a guest speaker to discuss the development of the National Infrastructure Plan, along with some of the Commission's research on insurance of infrastructure against natural disasters.
Preparing your IPP application - AMA	10 December	This is a webinar for potential submitters to help them prepare applications. This is part of a series of webinars being led by our IPP team.
Transport Knowledge Conference in Wellington	11 December	Geoff Cooper, CE, is presenting on the National Infrastructure Plan and some of the Commission's recent research.
Briefing for Transport and Infrastructure Committee	12 December	See the item above.
Cross-party briefing on the National Infrastructure Plan for NZ First MPs	12 December (tbc)	This is one of our briefings to other political parties on work to develop the NIP. Hon Shane Jones will attend.
Āpōpō Symposium	12 December	Geoff Cooper, CE to present and give a short Q&A.

Event	Event date	Description (attending/presenting/purpose)
Follow up meetings with Green Party MPs on the National Infrastructure Plan	Late January / February (tbc)	We provided an initial briefing on the NIP to Green Party MPs on 15 October. They have asked for a follow up meeting in the New Year so that they can keep across this work.
Building and Construction Sector Event	18 February 2025	Geoff Cooper, CE, will be the guest speaker at 'Industry Pace' that is a networking event hosted by Carter Holt Harvey and J. A. Russell for a cross-section of industry stakeholders. There will be about 150 people at the event, which will be at the Ellerslie Event Centre in Auckland.
Infrastructure Commission Symposium	25 June 2025	We will be holding our annual symposium in the Beehive Banquet Hall on this date. We will be confirming speakers over the coming months.

*Caine Garrity, Acting General Manager, 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 <a href="#">tracking number</a>	Date due to your office	What this advice covers	Deadline for Minister’s feedback
s9(2)(f)(iv), s9(2)(g)(i)			
Meeting with the Association of Consulting Engineers NZ on 26 November	22 November	We provided a draft speech on 14 November. This aide memoire will provide further background information for the meeting.	26 November
Queenstown regional visit on 28 November	26 November	We will provide an update of information from the Pipeline and any other regional information.	28 November
NIP: Draft plan outline	Late November	Provides a proposed outline for the draft National Infrastructure Plan.	tbc
Meeting briefing: Auckland panel event on infrastructure (hosted by Stuff and Chapman Tripp) on 2 December	28 November (a draft speech is due to you by 20 November)	<p>You have agreed to attend and speak at this event; Minister Jones and Chris Hipkins are also speaking. You have been asked to speak about:</p> <ul style="list-style-type: none"> <li>- the NIP - Infracom consultation document, pipeline improvements</li> <li>- the PPP framework</li> <li>- other infrastructure funding and financing work (TSY is leading this).</li> </ul> <p>This aide memoire will provide background information and back-pocket talking points.</p>	2 December

Topic and <a href="#">tracking number</a>	Date due to your office	What this advice covers	Deadline for Minister's feedback
Meeting with infrastructure industry peak groups on 5 December	3 December	This follows up on earlier meetings and correspondence with peak industry groups on infrastructure pipeline and market capacity issues. We will provide background information and talking points as required.	5 December
<b>Briefings re reports and publications</b>			
Māori involvement in infrastructure	Late-November	This provides information on our plans to publish a final report on our work looking at Māori engagement in infrastructure. This report looks at Māori involvement in the sector as investors, as suppliers, in the infrastructure workforce and as users of infrastructure.	tbc
Research report on insurance of infrastructure against natural disasters	Late-November	Provides a heads up on our approach for publishing this report, which is expected to provide information on current approaches to insuring infrastructure assets, across multiple networks, against natural disasters. It will also explore the economic consequences of different approaches to insurance or self-insurance. This report will inform the development of the Infrastructure Needs Analysis for the NIP.	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 US's feedback
s9(2)(f)(iv), s9(2)(g)(i)			

### 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/SOI amendments	Sent 7 November	Amendments to the SOI 2023-2027 and SPE 2024-25 reflecting the changes in functional roles and responsibilities resulting from decisions on establishing the national infrastructure agency.	These amendments were attached as part of last week's (7 November) report. The Crown Entities Act requires us to provide a draft of the amendments to you, and for you to provide any comments within 15 working days of receiving the draft. We must consider any comments and provide the final amendment to you as soon as practicable. You must then present a copy of the amendments to the House as soon as practicable.
Annual report	Before 30 November	Provides the Commission's report on financial and non-financial performance for FY24. Includes the audit opinion.	We have scheduled to provide you with our Annual Report on 15 November 2024. You must then present the Annual Report to the House within 5 working days (or, if Parliament is not in session, as soon as possible after the commencement of the next session).

### 3.4. Upcoming Cabinet papers

We provide advice to you on upcoming papers that you or your colleagues are taking to Cabinet, where relevant to the infrastructure system.

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)				

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
Your office requested Health NZ coordinate a joint release with input from the Ministry of Health, Tsy and Te Waihanga	n/a	Proactive release of advice about New Dunedin Hospital	TW's redacted docs sent to Health NZ on 23 October  We understand that Health NZ will send the bundle to joint Ministers for feedback on 14 Nov	To be advised – could be week beg 18 Nov
5 November	s9(2)(a)	Copies of specified papers from Infracom	25 November	2 December

### 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
n/a	n/a	Proactive release of advice about the NIP	With your office for review
n/a	n/a	Proactive release of advice about the PPP policy work.	With Tsy, CIP and your office for review

### 3.7. 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
Weekly infrastructure officials meeting	20 November, 11:30-12:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
RMA Ministerial Group meeting	20 November, 7-8pm	Minister, officials tbc	Agenda tbc	Barbara Tebbs
Weekly infrastructure officials meeting	25 November, 8:15-8:45pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	25 November, 1:45-2:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs
Association of Consulting Engineers of New Zealand (ACE NZ) membership event	26 November, 4:30-5:30pm	Minister Bishop, infrastructure officials tbc	Draft speech to be provided 14 November. Aide memoire due 22 November.	John Summers
Wellington South Rotary Club event	27 November, noon	Minister	Office will use standard talking points – nothing else required from TW.	John Summers
Queenstown regional visit	28 November	Minister	We will provide an update from the Pipeline	Matthew Keir
Auckland panel event on infrastructure (hosted by Stuff)	2 December	Minister Bishop, potentially also Hon Shane Jones, Hon Barbara Edmonds (tbc)	Draft speech to be provided 20 November. Aide memoire and back pocket talking points due 28 November.	John Summers
Weekly infrastructure officials meeting	3 December, 1:15-1:45pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
New Dunedin Hospital Ministers Group meeting	4 December tbc	Minister, officials tbc	Agenda tbc	Andy Hagan

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
Meeting with Minister Brown and industry groups (Infrastructure NZ, CCNZ, ACENZ, RMBA)	5 December (tbc)	Ministers Bishop and Brown, Helen Davidson, Alan Pollard, Ankit Sharma, Nick Leggett, officials tbc	The Minister's letter to industry bodies on 17 July refers.	Andy Hagan
Weekly infrastructure officials meeting	9 December, 3:30-4pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Meeting with Infrastructure New Zealand	12 December, 3.30-4pm	Minister. We can send an observer if desired.	Agenda tbc	Geoff Cooper
Weekly infrastructure officials meeting	16 December, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Long-term police infrastructure meeting	December (tbc)	Minister, officials tbc	Agenda tbc	Andy Hagan

### 3.8. 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	25 November, 1:45-2:15pm	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
PPP Framework: A Blueprint for Future Transactions	Guidance document	Week beginning 11 November	This document outlines enhancements to the government’s approach to planning, procuring and delivering Public Private Partnership projects. We will publish this on our website to support an announcement by Ministers/Undersecretary Court. We provided a comms plan on 25 October. Hon Barbara Edmonds has provided a foreword. A joint media release for the Minister and US Court is to be drafted by the office. We will provide talking points ahead of events on 13 and 14 November.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	December TBC	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	December TBC	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.
Insurance of infrastructure against natural disasters	Research Insight	Week of 2 December	This report is expected to provide information on current approaches to insuring infrastructure assets, across multiple networks, against natural disasters. It will also explore the economic consequences of different approaches to insurance or self-insurance.
Aucklanders and their infrastructure	Research report	Week of 9 December	Using recently published research, this report will drill down into several pieces of our published research to provide Auckland-focused insights.

<b>Topic / Title</b>	<b>Type of report</b>	<b>Intended publication date</b>	<b>What this report or publication covers</b>
Māori engagement across the infrastructure system	Research report	Week of 16 December	This report looks at Māori involvement the sector in investment, as suppliers, in the infrastructure workforce and as users of infrastructure.

# Appendix B: Key milestones for the National Infrastructure Plan

Date	Deliverable	Detail	Current Status
5 November 2024	Discussion Document: Testing our thinking: Developing an enduring National Infrastructure Plan	Initial engagement to test early thinking on the Plan, seek information from the sector that we can use to shape the Plan, and provide early public visibility to the proposed approach. This continues the conversation from the Infrastructure Strategy and the Commission's research programme.	The Discussion Document was released on 5 November and engagement will end on 10 December. The feedback will be analysed and reported towards the end of January 2025.
Mid-November 2024	Draft plan outline	Outline for the structure of the Plan including early thinking on key issues.	A draft outline is being developed and tested internally. The Minister will be update in a weekly report later in November.
September to December 2024	Background reports for Infrastructure Needs Analysis	Technical report to inform the development of the Infrastructure Needs Analysis. Background Paper: 'Paying it forward: Understanding our long-term infrastructure needs' was published on 26 September.	Work is underway on a background report on insurance against natural hazards. A draft will be provided to the Minister in late-November.
Early/Mid-December 2024	Interim Report: Infrastructure Needs Analysis	Initial report for targeted external engagement outlining the initial findings across all aspects of the Infrastructure Needs Analysis	Contracted work is underway to inform the interim report. This includes advice on the risks to infrastructure from natural hazards and the investment needed for decarbonisation. Work is also progressing on an International Infrastructure Benchmarking exercise.
Mid-December 2024	Detailed Plan outline	Outline containing information and interim findings from each workstream and noting areas where further work is required.	Work is underway on all workstreams to enable a detailed plan outline to be produced.
February to April 2025	Stakeholder and public engagement	Targeted stakeholder engagement to continue to test out thinking. Interactive public engagement to raise awareness seek feedback on key themes and issues.	
February 2025	Plan options and preliminary recommendations	Plan options and preliminary recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
March 2025	Draft international benchmarking report	Draft report benchmarking relative investment levels and, where possible, infrastructure outcomes against international peers.	
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	Early draft of the Plan	An early draft of the Plan will be discussed with the Infrastructure Commission Board and the Minister.	
April 2025	Draft Infrastructure Needs Analysis	Draft Infrastructure Needs Analysis incorporating findings from all research	
Mid-May 2025	Draft plan for informal review	Draft of the plan provided to the Minister on a "no surprises" basis for informal review.	
End of 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.	
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.	

Date	Deliverable	Detail	Current Status
End of 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.	
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.	