

Infrastructure weekly update

For the week starting 3 February 2025



To: Hon Chris Bishop, Minister for Infrastructure

Quarterly

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	TW	ASAP	Pending

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

We are analysing the stakeholder feedback received on the “Testing our thinking” discussion document to draw out the key themes and messaging. The NIP Government Forum met on 27 January, with the focus being an update on Round 1 of the Infrastructure Priorities Programme, looking ahead to applications opening for Round 2 in February. We held a Board workshop on 29 January to discuss key emerging messages for the NIP and progress against the technical workstreams. Targeted stakeholder engagement continues. Meetings were held this week with the Telecommunication Forum, Ministry of Education, NZTA, the Roading Efficiency Group, Ministry of Transport, Ministry of Social Development and Te Whatu Ora.

Peter Nunns, General Manager, Strategy

2.2. Natural hazards research

Next week we will be publishing a Research Insights report on the role of insurance in helping to manage natural hazard risks facing infrastructure (TW/2024/514 refers). This report does not make policy recommendations; however the findings are relevant for several current infrastructure risk management and adaptation policy initiatives including the Adaptation Framework and the Treasury’s risk financing work.

Peter Nunns, General Manager, Strategy

2.3. Quarterly report for October-December 2024

Our Q2 report (attached) includes a number of highlights for the October-December 2024 period. This includes a strong focus on public and stakeholder engagement on development of the National Infrastructure Plan (NIP), with release of a Discussion Document, and review by an external Quality Review Panel of the detailed Plan outline and work undertaken to date from the NIP workstreams.

We released the PPP policy refresh and Asset Management State of Play report during this quarter and completed the transfer of PPP functions to NIFFCo and the Treasury.

Pipeline contributions and IPP applications continue to increase. Major projects leadership activity continues to grow and progress.

We continue to provide significant support on resource management (RMA), housing, critical infrastructure and network pricing reforms, as part of our second opinion policy advice role.

The report notes some residual challenges around people and resourcing arising from an extended period of change as well as the high tempo of work. This is being mitigated through temporary contractor resource, ongoing recruitment, a realignment of roles and reporting lines currently out for consultation (no reduction in positions expected), and ongoing communication with staff. The 3-year business plan currently under development will also outline choices and considerations to support prioritisation of resource across the organisation.

Vanisa Dhiru, General Manager, Corporate (Operations)

2.4. 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)
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.
2023/24 Annual Review hearing	30 January	Geoff Cooper (CE) and Raveen Jaduram (Chair) will attend this hearing with the Transport and Infrastructure Select Committee. This session may be extended to include a briefing for the Committee about the Commission's advice on the potential costs of the Northland RONS, to inform the Committee's inquiry into an NZIER report. This session was initially scheduled for 12 December but was deferred due to the House sitting under urgency that week.
Infrastructure Priorities Programme Webinar	14 February	This webinar provides an overview on the Infrastructure Priorities Programme.
Building and Construction Sector Event	18 February	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 Leaders Network (ILN) Auckland Meet-Up	6 March	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.
Infrastructure Resilience Conference (Infrastructure NZ)	18 March	We understand that you will be speaking at Infrastructure New Zealand's Infrastructure Resilience Conference. Peter Nunns (GM Strategy) has been asked to speak at a conference session on 'resilience in interconnected infrastructure networks'.
Annual Āpōpō Congress	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.
Infrastructure Commission Symposium	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.
Infrastructure Leaders Network (ILN) Wellington Meet-Up	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 external events that will be coming up this year that have an infrastructure focus. This list is not inclusive and will continue to be updated.

Event	Event date	Organiser and event description
Catalysing Collaboration for Adaptation and Resilient Infrastructure in New Zealand	12 February	Infrastructure New Zealand and KPMG are hosting an event on Wednesday 12 February at 5:30pm that will feature domestic and global leaders in infrastructure resilience and climate adaptation in the lead up to INZ and Brightstar's March Infrastructure Resilience conference.
National Freshwater Conference	4-5 March	Annual conference for the freshwater sector.
Insurance Council of New Zealand Conference	4 March	Theme is 'Getting Resilience Right'.
Infrastructure Resilience Conference	18 March	Infrastructure New Zealand's Infrastructure Resilience Conference.
Downstream Conference	20-21 March	The energy sector's annual conference.
New Zealand Planning Institute Conference	26-28 March	Annual conference
Creating Great Communities Forum	28-29 March	Event held by Taituarā, a membership organisation for professionals working in local government.
Stormwater Conference	13-15 May	Annual conference organised by Water NZ.
Annual Āpōpō Congress	14-16 May	Annual event organised by Infrastructure Asset Management Professionals. The theme for the conference this year is 'Delivering infrastructure value'.
QuarryNZ Conference	9-11 July	The future is now: Empowering the next generation of quarry professionals.
SuperLocal Conference	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	6-7 August	A vision for New Zealand hosted by Infrastructure New Zealand.
IPWEA International Public Works Conference	25-28 August	International conference.
NZ Wind Energy Association Summit	26-28 August	Annual conference.
Taituarā Conference 2025	3-5 September	Annual conference.
Electricity Engineer's Association	9-11 September	Annual conference
Constructive Forum	11-12 September	Annual conference for the construction industry.
NZ Airports Hui	6-8 October	Conference held by the NZ Airports Association.

Event	Event date	Organiser and event description
IWA-Aspire Conference and Water New Zealand Conference & Expo 2025.	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	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
Challenges and opportunities in the transport system [TW-2025-528]	30 January	An outline of significant transport sector infrastructure issues to help inform the interface of Transport and Infrastructure Portfolio priorities.	tbc
Briefings re reports and publications			
None			

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
Quarterly Report Q2	Before 31 January 2025	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 Q2 report is attached to this update.

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)				

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, Treasury and Te Waihanga	n/a	Proactive release of advice about New Dunedin Hospital	TW's redacted docs sent to Health NZ on 23 October Feedback received from Min offices	Expected to be finalised in January
22 January	s9(2)(a)	Proactive release of Cabinet papers	24 January	4 February

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 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	12 February, 12-1pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	12 February, 5:45-6:45pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs
New Dunedin Hospital Ministers group	17 February, 5-5:30pm	Minister, Minister of Health, Minister of Regional Development, infrastructure officials	Agenda tbc	Andy Hagan
Infrastructure officials meeting	19 February, 4:15-5:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	19 February, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	26 February, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	5 March, 4-5pm	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		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

3.8. 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	12 February, 5:45-6:45pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs
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
Insurance of infrastructure against natural disasters	Research Insight	Week of 3 February	This Research Insights report covers the role of insurance in helping to manage natural hazard risks facing infrastructure. The report does not make policy recommendations; however we note that the findings are relevant for several current policy initiatives in the areas of infrastructure risk management and climate adaptation. [TW-2024-514 refers.]
Pipeline snapshot (fourth quarter 2024)	Pipeline report	Week of 14 February	Analysis and high-level insights summarising the Pipeline update and change between quarters. We will be preparing a media release for your office on this snapshot.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	February	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.
Better Value, better Outcomes: changing practices in infrastructure delivery	Research report	February	Based on best international practice, this report points to ‘lowest price tender’ as not giving ideal 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	February	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.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Nation Building: 150 Years of Infrastructure Networks	Research report	Late February	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.
Feedback on Testing our thinking	Report	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.
Does Growth Pay for Growth?	Research report	Late 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.

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.	