

# Officials' Report

For the week starting 15 September 2025



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

# Table of Contents

<b>1. Key Updates and Events</b> .....	<b>3</b>
1.1. Key Updates .....	3
1.1.1. The National Infrastructure Plan.....	3
1.1.2. Asset Management .....	3
1.1.3. Infrastructure Priorities Programme.....	3
1.1.4. National Infrastructure Pipeline .....	3
1.1.5. Media.....	4
1.1.6. Policy Updates .....	4
s9(2)(f)(iv) .....	4
1.1.7. Other items .....	5
Meeting with the Board.....	5
1.2. Upcoming events .....	5
<b>2. Advice, Reports and Publications</b> .....	<b>8</b>
2.1. Upcoming/recent advice and reporting to the Minister’s Office.....	8
2.2. Publications and Proactive Releases .....	8
2.3. Upcoming advice for the Parliamentary Under-Secretary.....	9
2.4. Ministerial Official Information Act requests .....	9
2.5. Departmental Official Information Act Requests .....	10

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# 1. Key Updates and Events

## 1.1. Key Updates

### 1.1.1. The National Infrastructure Plan

Analysis and coding of the consultation feedback will be completed for internal circulation on 19 September. Your feedback on the draft Plan is due with the Commission by 23 September ahead of your discussion with the Te Waihangā Board on 24 September.

The full programme of work required to finalise the Plan is being scoped and prioritised pending the completion of analysis of feedback from you, the public, and government and sector agencies and ongoing technical work.

*Peter Nunns, General Manager, Strategy*

### 1.1.2. Asset Management

In May, Cabinet approved a 2-phase asset management improvement work programme. Phase 2 is concerned with long term improvements, many of which will be covered by the final National Infrastructure Plan.

Phase 1 focuses on short term, least regrets deliverables including Asset management and Investment Guidance and performance indicators. The guidance is well underway and there has been strong engagement with all seven capital intensive agencies in developing a suite of performance indicators.

We are on track for completion of this work by the end of the year and will be providing you with an update by way of a briefing paper on 25 September.

### 1.1.3. Infrastructure Priorities Programme

We are currently engaging with the IPP advisory panel on the outcome of Round 2 submissions. Round 3 will open for applications on 11 September and close on 11 December. During this time a range of activities including webinars and a podcast will strengthen the messaging around the purpose of the IPP, the relevant stages, and support quality applications.

*Rebecca Robertshawe, (Acting) General Manager, Investment*

### 1.1.4. National Infrastructure Pipeline

Submissions to the National Infrastructure Pipeline were due this week for the September quarter (for information release on 30 September). Approximately 63% of contributors have made on-time submissions. We have granted extensions to some organisations, are following up on quality issues with other providers, and are chasing others that have failed to respond. The information received this quarter will inform the final Plan. The Commission will analyse the information received and prepare the September quarter snapshot report expected to be released in November.

Following commissioning from your office, we will work with Treasury and MBIE to leverage the established Pipeline processes to report on Gowing for Growth infrastructure projects. This change will leverage existing channels with agencies, avoid risks of differences that has arisen from a new set of reporting to the public, and strengthen the Pipeline reinforcing that this presents the best available information to the market. We will work with Treasury to provide a briefing in November that sets our approach including the proposed scope for this reporting and agency roles.

*Peter Nunns, General Manager, Strategy*

### 1.1.5. Media


On 8 September, the Commission received a media query from *The Spinoff* regarding infrastructure development in greenfield and brownfield areas. The Commission provided a written response.

On 12 September, the Commission is scheduled to publish the report 'Nation Building: A Century and a Half of Infrastructure Investment in New Zealand' and an accompanying media release. Peter Nunns, General Manager – Strategy, is our spokesperson for this report and is scheduled to be interviewed on RNZ's Nine to Noon that morning.

*Vanisa Dhiru, General Manager, Corporate*

### 1.1.6. Policy Updates

s9(2)(f)(iv)



*Peter Nunns, General Manager, Strategy*

### 1.1.7. Other items

#### Meeting with the Board

The Board looks forward to hosting a session with you at our office on 24 September focussed on the National Infrastructure Plan. Any feedback you may have on the draft agenda is welcome. We will provide the final agenda and Board member profiles to your office ahead of the meeting.

	Topic	Lead	Time
1.1	Welcome and Introductions	Raveen Jaduram and All	11.00-11.10 (10 mins)
1.2	Minister opening remarks	Hon Chris Bishop	11.10-11.15 (5 mins)
1.3	Minister's feedback on NIP	Hon Chris Bishop	11.15-11.30 (15 mins)
1.4	Board reflections	All Board	11.30-11:35 (5 mins)
1.5	AOB	All	11.35-11:40 (10 mins)
1.6	Close	Hon Chris Bishop Raveen Jaduram	11:40-11:45 (5 mins)

### 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)
Apopo RIMS Forum	16-18 September	Christian Gamst will be participating in a panel discussion on "What will make the future brighter for our assets?"
Commercial Capability Workshop	18 & 19 September	A two-day programme for Project Directors and Senior Responsible Owners, focused on procurement, delivery models, and risk allocation. Delivered by Heath Colebatch from BRS Results, with guest speaker Nadine Dodge (Te Waihanga).
Commission Webinar	23 September	Peter Nunns, GM Strategy, will discuss finding from the report 'Nation building: Infrastructure investment in New Zealand, 1870-2022' (published 12 September).
SRO workshop	25 September	A one-day workshop designed for senior leaders who are new to the Senior Responsible Owner role. The session builds understanding of the unique responsibilities of SROs, including governance, oversight, and accountability for major infrastructure projects.
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.
IPP webinar	1 October	The Commission will be holding a webinar to support applications to the IPP, going through what a good application looks like.

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Transportation Group (Engineering NZ technical group)	8 October	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will provide an overview of the Infrastructure Priorities Programme.
Enabling Better Infrastructure International Conference	10 October	Geoff Cooper, CE, will be participating in a panel about 'Governing the strategic planning process' at this event which is being held in London.
Infrastructure Leaders Network Meet up (Christchurch)	13 October	We will be holding an in-person meet up for this group in Christchurch. Minister James Maeger has confirmed his attendance and will host the Q&A with a Minister session.
National Lifelines Utilities Forum	16 October	Geoff Cooper will be delivering a keynote address on 'Resilience in the NIP' (note that Minister Bishop is also giving a keynote address at this event).
Fletcher Construction New Business Hui	22, 23 October	Geoff Cooper will be presenting on the National Infrastructure Plan at this event.
NZ Rail Conference 2025 (Auckland)	23 October	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will be on a panel looking at 'creating infrastructure value for more than one generation'. Minister Hon Chris Bishop is scheduled to give a Ministerial Address at this conference on the first day of the conference.
Asset Management – Community of Practice	23 October	Co-hosted with Āpōpō, this session strengthens capability in public sector asset management. Minister Hon Chris Bishop has agreed to speak, alongside NZDF's Dr Wilfred Kitler (Deputy Director Asset Information) and Anthony Kerr (Principal Asset Management Advisor, Defence Estate and Infrastructure).
IPP webinar	November (TBC)	Webinar to support understanding of the IPP, going through what the different stages mean and how they change the assessment criteria.
Chartered Institute of Logistics and Transport Forum (Wellington)	6 November	Nadine Dodge, Director Infrastructure Priorities and Evaluation, will present on the Commission's work, including providing an update on the Infrastructure Priorities Programme.
Future Roads Conference (Hamilton)	19-20 November	Peter Nunns, GM Strategy, will provide an update on the development of the National Infrastructure Plan.
Political Acumen Short Course	3 & 4 December (Wellington)	This two-day short course helps senior infrastructure leaders to navigate the political context, strengthen stakeholder engagement, and operate effectively in the public sector environment. Facilitated by s9(2)(a) and Victoria University.

Additional upcoming external events that have an infrastructure focus. This list is not exhaustive and is regularly updated.

<b>Event</b>	<b>Event date</b>	<b>Organiser and event description</b>
Oceania Renewable Power Summit	16 September	Two-day conference and exhibition in Auckland. This event spotlights renewable electricity generation integration across Oceania
Launch of Infrastructure New Zealand report: Unlocking the Value of Transmission Gully	19 September	Event held by Infrastructure New Zealand in collaboration with Kāpiti Coast District Council, Porirua City Council and Wellington City Council.
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."
NZ Rail Conference (Auckland)	22-23 October	The Minister is scheduled to speak at this conference.
New Zealand Coastal Society Conference (Napier)	18-21 November	Annual conference. The society is an Engineering New Zealand Technical Group.

*Vanisa Dhuru, General Manager, Corporate*

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## 2. Advice, Reports and Publications

### 2.1. Upcoming/recent advice and reporting to the Minister's Office

Upcoming and recent advice to the Minister and the office 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
<b>General Advice</b>				
Aide Memoire TW638	10/09/25	Underground Assets - NZUAG Press Release	Noting	Sent
Aide Memoire TW634	11/09/25	NIP Plan Report Update	Noting	Pending
Briefing TW640	11/09/25	Officials' Report for the Week Starting 15 September 2025	Noting	Sent
s9(2)(f)(iv)				
Briefing TW639	25/09/25	CP Asset Management Update	Decision	Pending
Aide Memoire Speech TW624	26/09/25	Minister Speaking at National Lifelines Conference 16 October on Asset Management	Noting	Pending
Briefing TW631	12/11/25	National Infrastructure Pipeline Challenges and Options for improvements	Decision	Pending
<b>Monitoring and performance reports</b>				
Aide Memoire TW641	14/11/25	The New Zealand Infrastructure Commission 2025-26 First Quarter Performance Report'	Noting	Pending

*Vanisa Dhuru, General Manager, Corporate*

### 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 recently published reports and 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
Insights for major project delivery	Week of 15 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

*Vanisa Dhiru, General Manager, Corporate*

## 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				

*Vanisa Dhiru, General Manager, Corporate*

## 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
OIA25-CB169	Individual	Advice provided for the Minister's recent visit to Australia.	Sent 09/09/25	30/09/25

*Vanisa Dhiru, General Manager, Corporate*

## 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
21/08/25	Individual	Underlying data for graph published in research paper	05/09/25(S)

*Vanisa Dhiru, General Manager, Corporate*

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