

Infrastructure weekly update

For the week starting 4 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
Feedback on TW-2024-501 (NIP)	Arrange for the Minister to attend the Wellington regional NIP stakeholder event in November, if possible	TW	asap	You have agreed to attend this event on 14 November.
Feedback on TW-2024-501 (NIP)	Draft a media statement for the Minister to release alongside the NIP discussion document	TW	23 October	Commission has provided speaking notes, and office to confirm need for media release.

2. Key issues and updates

2.1. National Infrastructure Plan

Infrastructure Needs Analysis: International Infrastructure Benchmarking

As part of the Infrastructure Needs Analysis, we are undertaking an International Infrastructure Benchmarking exercise. This is comparing New Zealand’s infrastructure to other OECD countries. We are comparing the amount we spend on infrastructure, the physical stock of infrastructure, how much infrastructure is used, and the quality of our infrastructure.

This work will identify areas where New Zealand achieves better or worse infrastructure outcomes compared to similar countries. It will also analyse whether any of these differences can be explained by measurable factors, such as geographic differences or differences in usage patterns.

Data collection and initial development of indicators has been completed for road transport and electricity generation and transmission/distribution infrastructure. We are currently investigating the potential for benchmarking health infrastructure and education infrastructure. We also plan to look at the opportunities for benchmarking water infrastructure and telecommunications infrastructure.

National Infrastructure Pipeline – local government response to ministerial letters on the National Infrastructure Plan

The September quarter snapshot is now available which we sent you on 31 October. Key insights for this quarter:

- Nine councils contributed information for the first time. There are now 48 councils contributing to the Pipeline. This follows significant engagement by the Commission over time, and the recent publication of many long-term plans.
- At 30 September, the Pipeline included \$143.6 billion worth of infrastructure projects that are in planning or under construction (down 2.7 per cent from June 2024). The reduction in the value was due to \$4.6 billion in projects being completed during the quarter, along with changes in the value of existing projects reported to the Commission – some changes were simply the result of changes to Contributors’ reporting (~\$3 billion) while others were to improve data quality.
- \$100 billion, almost 70 per cent of total Pipeline value, comes from projects that are funded, part-funded or have a funding source confirmed.
- The Pipeline includes 6,741 initiatives valued under \$100 million. 97% of all the initiatives in the Pipeline are valued under \$100 million.
- 94 organisations currently contribute to the Pipeline, including 48 councils that represent over 80 per cent of all rates revenue collected.
- Our projections show a spend of \$16.4 billion across 2024 (or around 4 per cent of GDP) and \$13.7 billion in 2025. Three-quarters of projected spend from Pipeline projects occurs within 6 years.
- The projections also show that the transport sector accounts for the highest spend in 2024 (\$7.4 billion), followed by the social sector (\$3.7 billion) and water (\$2.1 billion).

Since our last update on the response rates to your ministerial letters, a further two councils have contacted us in direct response to your letter. We are yet to receive any direct response to your letters from any council-controlled organisations. However, we anticipate that your letters to councils may take some time to be distributed through formal processes from mayor and chairpersons to council chief executives, and then on to council-controlled organisations. We will continue to monitor response to the letters and engagement on the Plan.

The December quarter update to the Pipeline is due to open for submissions in the week commencing 4 November 2024. Engagement with potential contributors for this quarter starts with a Pipeline webinar on Friday 1 November. At this webinar we will discuss the role of the Pipeline, and onboard new contributors. Around 90 people have registered to attend, many of whom are from local government organisations.

Many councils have also attended webinars on the Infrastructure Priorities Programme and have been invited to a series of upcoming regional engagement events on the National Infrastructure Plan.

Peter Nunns, Acting General Manager, Strategy

2.2. Quarterly report for July-September 2024

Our Q1 report includes a number of highlights for the July-September 2024 period, including a ramping up of effort towards development of the National Infrastructure Plan (NIP), embedding changes flowing from Cabinet’s decisions on establishing the National Infrastructure Agency, and contributing policy advice to significant priorities across the government’s infrastructure work. Almost all workstreams and measures are tracking to targets.

As part of the transfer of functions to the new national infrastructure agency, we have completed work on the PPP policy refresh in the quarter, and secured Cabinet agreement to release a market-facing document outlining changes to the policy model.

We continue to provide significant support across the Government’s reform agenda (including on resource management, housing, critical infrastructure and network pricing) as part of our second opinion policy advice role.

At the same time, the report highlights some challenges arising from an extended period of change for the Commission and Board. Ongoing recruitment, careful prioritisation of resource, and the development of a 3-year business plan should assist with managing some of these pressures.

This is the first quarterly performance report against the measures set in our revised Statement of Performance Expectations (SPE) in June 2024. The Commission is in the process of further updating its Statement of Intent (SOI) and SPE to reflect changes resulting from establishment of the national infrastructure agency, and working to develop a 3-year Business Plan as requested by you by March 2025. These developments will inform our ongoing approach to monitoring and reporting progress.

Anna Moodie, General Manager, Operations

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)
National Infrastructure Pipeline, introductory session for new contributors	1 November	We will be hosting another introductory session on the National Infrastructure Pipeline for new contributors as part of our onboarding process. The session will cover the purpose and importance of the Pipeline and the process of supplying and updating information.
Introducing water meters webinar	1 November	We’ll be launching and promoting our <i>Introducing water meters</i> report via an LGNZ webinar for local government elected officials and senior water staff.

Event	Event date	Description (attending/presenting/purpose)
National Infrastructure Plan – stakeholder engagement events in Hastings	5-6 November	This is the first of our stakeholder engagement workshops to support engagement on ‘Testing our thinking: Developing an enduring National Infrastructure Plan’. The workshops will be attended by representatives from local government, central government, the private sector, representative organisations, and iwi and hapū. We are also meeting with iwi and hapū and Te Puni Kōkiri on 5 November to discuss the development of the Plan.
Transport Group New Zealand – Central branch	6 November	Nadine Dodge, Team Leader IPP, will be on a panel discussing transport modelling.
IPP Webinar - Preparing your application	6 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.
South Island Regional Transport Committee Chairs Group	11 November	Peter Nunns, Acting General Manager – Strategy, will present to the committee on the development of the National Infrastructure Plan, including providing an update on the National Infrastructure Pipeline and the Infrastructure Priorities Programme.
Dinner with Infrastructure Partnerships Australia	11 November	Geoff Cooper, CE, will be attending this dinner with Adrian Dwyer, hosted by the High Commissioner. Hon Nicola Willis will also attend.
Further meetings with Infrastructure Partnerships Australia	12 November	Geoff Cooper will meet with Sir Rod Eddington and Adrian Dwyer to discuss infrastructure issues and priorities. Our Chair, Dr Alan Bollard, will also be meeting with them for a breakfast discussion.
National Infrastructure Plan – stakeholder engagement events in Christchurch	12 November	This is the second set of our stakeholder engagement workshops to support engagement on ‘Testing our thinking: Developing an enduring National Infrastructure Plan’. The workshops will be attended by representatives from local government, central government, the private sector, representative organisations, and iwi and hapū. Environment Canterbury Councillor Deon Swiggs will be attending with Environment Canterbury Chief Executive Dr Stefanie Rixecker. An afternoon workshop is being co-hosted with Infrastructure New Zealand for their members.
Cross-party briefing on the National Infrastructure Plan for ACT Party MPs	12 November	This is one of our briefings to other political parties on work to develop the NIP. David Seymour’s advisor US Court will attend.
Infrastructure NZ evening event	13 November	Brendan Herder, Acting Director Investments and Reviews, will be discussing recent PPP advice, lessons from past projects and the approach for future transactions.
National Infrastructure Plan – stakeholder engagement event in Wellington	14 November	We will be co-hosting an afternoon workshop with Infrastructure New Zealand for their members in Wellington. You have confirmed that you will attend this event in person. We are providing talking points/speech notes by 7 November.

Event	Event date	Description (attending/presenting/purpose)
Spanish Trade Commission webinar on PPP guidance	14 November	Brendan Herder, Acting Director Investments and Reviews, will be discussing government guidance for PPP projects. This webinar has been organised by the Spanish Trade Commission for Spanish companies that are interested in infrastructure investment in New Zealand.
LGNZ Zone 2 Hui - Hamilton	15 November	Geoff Cooper, CE, will be presenting on the National Infrastructure Plan at the next Zone 2 meeting at Hamilton Gardens. Zone 2 comprises 18 local councils in the Upper Central North Island.
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	This is the final set of our stakeholder engagement workshops to support engagement on ‘Testing our thinking: Developing an enduring National Infrastructure Plan’. The workshops will be attended by representatives from local government, central government, the private sector, representative organisations, and iwi and hapū. Infrastructure New Zealand is 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.
Wellington Infrastructure Leaders Network workshop	26 November	We are hosting a Wellington Infrastructure Leaders Network at our office 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.
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.
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.

Anna Moodie, 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 tracking number	Date due to your office	What this advice covers	Deadline for Minister's feedback
NIP: attendance at stakeholder event in Wellington on 14 November	12 November	You have confirmed that you will attend this event. We are providing talking points/speech notes by 7 November. This aide memoire will provide further background for this event.	14 November
Māori involvement in infrastructure	Mid-November	This provides information on our plans to publish a final report in our work looking at Māori engagement in infrastructure. This report looks at Māori involvement the sector in investment, as suppliers, in the infrastructure workforce and as users of infrastructure .	tbc
NIP: Policy and system reforms	Mid-November	Provides the scope and approach to the development of recommended policy and system reforms for the National Infrastructure Plan.	tbc
NIP: Draft plan outline	Late November	Provides a proposed outline for the draft National Infrastructure Plan.	tbc
Briefings re reports and publications			
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 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
Pipeline snapshot report	29 October	We will release an update on the Pipeline, for the period June-September 2024, in conjunction with our monthly newsletter.	31 October
Q1 Quarterly Report	End of October	Provides an update of our progress on key aspects of our work programme, and performance against the SPE.	Sent to your office 31 October
Annual report	Before 30 November	Provides the Commission's report on financial and non-financial performance for FY24.	We have scheduled to provide you with our Annual Report on 20 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)				

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s9(2)(g)(i)				

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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	1 November (to joint Ministers) TW's redacted docs sent to Health NZ on 23 October	Targeting publication in week beginning 4 November
8 October	s9(2)(a)	Briefings, advice, aide memoires, on Dunedin hospital upgrades for the past year	Sent 25 October	6 November
24 October		3 OIAs for copies of specified papers from Infracom and the Treasury	5 November	13 November

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
12 September	s9(2)(a)	All advice on Government Policy Statement on Land Transport and National Land Transport Programme	Extended to 1 November [heads-up sent to your office on 25 October]
3 October		A copy of the unredacted version of the “New Dunedin Hospital Review, Independent Expert Readiness Review”, Report (Report), dated 30 May 2024 which may also be commonly known as the Hospital Rust Review, noting extensive public interest in the withheld information	1 November [heads-up sent to your office on 30 October]
8 October		Asks when we will release the redacted sections [of the NDH Review report] as there is very strong public interest, and in the interests of transparency, there should be full disclosure.	6 November [heads-up sent to your office on 31 October]
15 October		Copies of the documents related to the additional assurance requirements agreed by the Minister of Finance and Minister of Health [for New Dunedin Hospital]	13 November
21 October		Copies of all reports or information related to the New Dunedin Hospital project [including all communications]	19 November [heads-up sent to your office on 31 October]

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 (via Teams)	12 November, 10:30-11:15am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
Infrastructure and Investment Ministers Group	12 November, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court Papers are due to Tsy Sec by 29 October	Agenda tbc	Geoff Cooper
Weekly infrastructure officials meeting	18 November, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Auckland panel event on infrastructure (hosted by Stuff)	Week beginning 26 November tbc	Potentially the Minister, Hon Shane Jones, Hon Barbara Edmonds (all tbc)	Speech to be commissioned – likely using standard stump messages	John Summers
Follow-up meeting with industry leaders	November (tbc)	Minister	tbc	Andy Hagan
Long-term police infrastructure meeting	November (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
Infrastructure and Investment Ministers Group	12 November, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court Papers are due to Tsy Sec by 29 October	Agenda tbc	Geoff Cooper

[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
Taking care of Tomorrow Today: An Asset Management State of Play	Research report	1 November	This paper outlines how mature our asset management tools and processes are across different infrastructure sectors, and provides recommendations to improve public sector asset management [TW-2024-338 refers].
Pipeline Snapshot	Report	1 November	Our regular update on the Infrastructure Pipeline.
Introducing water meters	Case studies	1 November	Includes foreword from us, followed by case studies which look into some of the challenges and lessons learned when water meters were introduced in Kapiti and Nelson. Commissioned from Pat Dougherty, currently CE of Wellington Water. This will be published in conjunction with a webinar hosted by LGNZ [TW-2024-423 refers].
Testing our thinking: Developing an enduring National Infrastructure Plan (this is a working title for our discussion document)	Discussion document	5 November	This discussion document will share our initial thinking on the development of the National Infrastructure Plan and seek early feedback. The discussion document will draw upon the Commission’s previous work, including the New Zealand Infrastructure Strategy and further evidence that we have gathered since then. We have provided you with an early draft [TW-2024-501 refers].
PPP Framework: A Blueprint for Future Transactions	Guidance document	7 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.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	Late November 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.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Towards better contracts	Delivery guidance	Late November 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.
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 will be 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.
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.	

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.	