

# Infrastructure weekly update

For the week starting 11 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

#### Infrastructure Priorities Programme

We have run 5 of the 10 IPP introductory webinars scheduled for Round 1. Average attendance is 85 people, with a maximum of 168. A total of 427 people watched at least one webinar, and 17 have watched more than one. Attendees at webinars have included senior leaders in both central and local government.

To date we have had 21 1:1 meetings with different organisations, to either introduce the IPP, or explore particular application prospects. We will continue to support applicants as they navigate the application process.

In terms of the audiences reached, it is primarily public sector organisations in central and local government.

#### Engagement on the Discussion Document

On 6 November, two workshops were held in Hastings to support the release of the Discussion Document. Chief Executive Geoff Cooper and members of the Commission's team discussed the development of the National Infrastructure Plan and shared some of the Commission's early thinking. Thirty people attended the workshops with representatives from Local and central government, Māori/iwi organisations, and the private sector.

*Peter Nunns, Acting General Manager, Strategy*

### 2.2. Launch of market-facing document on Government's approach to future PPP transactions

Cabinet has considered and endorsed your paper *Enhancements to the New Zealand PPP Framework* and authorised you to finalise and release the market facing document "*New Zealand PPP Framework – A Blueprint for Future Transactions*". [CAB-24-MIN-0409 & EXP-24-MIN-0056]. This is scheduled for publication on 11 November in accordance with the communications plan provided on 25 October.

As indicated in the Cabinet paper, short foreword statements will be included from the Prime Minister, yourself, Under-Secretary Court and Hon Barbara Edmonds. This signal of senior, cross-party, and bipartisan support will be highly beneficial as the Government seeks to re-establish a stable and enduring pipeline of PPP transactions.

Draft Foreword statements are with your office, the PM's office and Under-Secretary Court's office for review and approval by Friday 8 November. No other substantive changes will be made to the document as considered by Cabinet (only formatting review and the inclusion of hyperlinks etc).

The document is NZ Government branded. It will be released on the Te Waihangā website subsequent to communications led by your office, and transitioned to Treasury and/or NIFF websites in due course. Te Waihangā will be participating in industry-led events to communicate the model refresh following official announcements (as listed in the upcoming events section below). We will release the Cabinet paper and related advice proactively on our website for interested stakeholders. We are working with the Treasury and your office to redact any material as appropriate for this release.

*Andy Hagan, General Manager, Infrastructure Delivery*

## 2.3. Briefing for the Transport and Infrastructure Committee on the Northland RONS

We have accepted a further request (after originally declining) to brief the Committee as part of its inquiry into the NZIER report on *Te Tai Tokerau Northland Expressway: Unlocking economic growth and regional prosperity*. The Committee has asked us to explain a comment in advice to you in July this year (since released under the OIA) that the Northland RONS “could consume 10% of the total non-maintenance/renewal investment for the next 26 years across all types of central government infrastructure” [our briefing TW-2024-439 refers].

On 19 September, the Committee asked you to release an unredacted copy of TW-2024-439. You replied on 16 October and declined this request on the basis that the redacted information remains under active consideration and there is no over-riding public interest in releasing it at this time.

There has been ongoing media interest in the Commission’s advice on the Northland RONS and the Government’s wider RONS programme. Following the OIA release above, we replied to media queries about the ‘10% issue’ cited above; this was later released under the OIA. We have also recently released, under the OIA, advice we provided to you about the Government Policy Statement on land transport, including in relation to the RONS. These OIA replies have also been published on our website. In each case, we have consulted with the Ministry of Transport and with your office ahead of release.

A date for our briefing to the Committee has not yet been set. We will share talking points with your office ahead of the briefing.

*Andy Hagan, General Manager, Infrastructure Delivery*

## 2.4. 2023/24 Annual Report and Audit

The Commission’s 2023/24 annual report has now been finalised, with Audit New Zealand completing their final audit work. An unmodified audit opinion was issued on 31 October covering both the Non-Financial and Financial Statements included in the annual report. Audit NZ have issued their draft management report with no significant issues identified. As part of the audit work, Audit NZ apply a standard framework that is used across government departments and Crown Entities to assess environment, systems and controls. The Commission received the following grades:

Aspect	2024	2023
Management control environment	Very good	Very good
Financial information systems and controls	Very good	Very good
Performance information and associated systems and controls	Good	Good

The Commission is required to provide 2 hard copies and 1 soft copy of the annual report to both the House Office and your office within 15 working days of when the audit opinion was issued (ie, by 21 November). We aim to have these to you on 20 November.

*Caine Garrity, Acting General Manager, Operations*

## 2.5. Development of the three-year business plan

Work is underway to produce a 3-year business plan by 31 March 2025, as requested in your revised Letter of Expectations to the Commission. For the first stage of this work, the Board will consider a refreshed organisational functions and outcomes framework in late November. Within this framework

the 3-year business plan will identify and prioritise activities, options and tradeoffs necessary to deliver on the Commission's core functions, rebuild financial reserves and return to a balanced budget following the delivery of the NIP (which is being delivered in 2025 by drawing on financial reserves).

We will seek to re-plan and better integrate activities which contribute to the production of strategy reports over the legislated five-year cycle. The plan will also identify opportunities for the Commission to deliver additional outputs, should further funding be considered in future. And, having regard to Government direction, it will include information on how the Commission plans to manage its consultancy and contractor spend and demonstrate efficiency and effectiveness.

We expect to consult on an initial draft of the plan content with the Board and the Treasury by mid-February in order to meet your requested March timeframe.

*Caine Garrity, Acting General Manager, Operations*

## 2.6. Amendments to SPE/SOI

The Board has approved light-touch updates to our existing Statement of Intent (SOI) and Statement of Performance Expectations (SPE) to reflect the changes in functional roles and responsibilities resulting from decisions on establishing the national infrastructure agency.

These changes include clarifying the Commission's role as an independent advisor to government (cf 'lead' adviser); providing advice on projects (cf providing project support); moving the Commission's PPP functions to the NIA and Treasury; and enhancing the Commission's advisory role. The Treasury has been consulted on the amendments and provided feedback.

We have limited the changes to those necessary to reflect the establishment of the NIA. We will consider any more substantive changes during development of the 3-year business plan, which will guide the Commission's future work programme and inform next year's SPE and an updated SOI.

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. The amended documents are attached to this report. 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.

*Caine Garrity, Acting General Manager, Operations*

## 2.7. OECD Network of Professionals in Infrastructure Delivery

The Commission is a member of the OECD Network of Professionals in Infrastructure Delivery. This gives us an ability to share in research commissioned by the OECD and to participate in international learning events. The Network has three upcoming deliverables:

1. A report on environmental consenting challenges in large infrastructure projects. We will brief you on any relevant insight in due course.
2. A Network Summit, 24-25 February 2025 in Paris. We have reviewed the agenda but are not proposing to send a representative.
3. Infrastructure Week, 21-25 April 2025, Paris. We have previously attended this event and briefed you (refer TW-2024-405) and noted your interest in attending in future. The agenda for this Week is yet to be issued but we will share it with your office once published.

*Andy Hagan – General Manager, Infrastructure Delivery*

## 2.8. National Underground Asset Register

Wellington City Council (WCC) have engaged with us on their initiative to establish an Underground Asset Register (UAR). The project is temporarily funded by the Department of Internal Affairs and has focused on Wellington underground infrastructure to date. WCC see opportunities to expand coverage of the register nationally.

The register supports efficiency of underground works by increasing transparency of service locations. It is expected to improve safety and cost outcomes while minimising service disruptions.

WCC's approach to the UAR is designed to ensure:

- the platform can be scaled nationally, with minimal barriers to entry,
- the register and its implementation can become self-funding, using existing regulatory processes,
- alignment with all-of-government digital strategy, and
- support from key stakeholders, including Civil Contractors New Zealand, Land Information NZ, NZ Utilities Advisory Board, a number of major metropolitan centres and key national utilities.

There is overlap between the UAR and the subsurface visualisation tool that you discussed recently with Reveal, and the UAR is another opportunity to accelerate the Government's priority for a national underground asset register.

No specific action is required from you or your office at this time. s9(2)(g)(i)

*Andy Hagan, General Manager, Infrastructure Delivery*

## 2.9. 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)
New Zealand Sustainable Finance Summit 2024 [hosted by Westpac]	7 November	Geoff Cooper, CE, gave a 15 minute keynote speech on the Commission's work to develop the National Infrastructure Plan.
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 Sir Rod Eddington and Adrian Dwyer from the IPA, hosted by the Australian High Commissioner. Hon Nicola Willis (and Leilani Frew) will also attend.

Event	Event date	Description (attending/presenting/purpose)
Further meetings with Infrastructure Partnerships Australia	12 November	<p>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.</p> <p>The Minister of Transport is also meeting separately with the IPA. We have provided the Ministry of Transport and Treasury with material for briefings for the Ministers of Finance and Transport.</p>
National Infrastructure Plan – stakeholder engagement events in Christchurch	12 November	<p>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.</p> <p>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.</p>
Spanish Trade Commission webinar on PPP guidance – pre-record session	12 November, 1-2pm	<p>Geoff Cooper, CE, and 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. US Court will also participate.</p> <p>The webinar will be pre-recorded on 12 November and broadcast in a live session hosted by the Spanish Trade Commission at 9-10am on 14 November.</p>
Cross-party briefing on the National Infrastructure Plan for ACT Party MPs	12 November	<p>This is one of our briefings to other political parties on work to develop the NIP. David Seymour’s advisor and US Court will attend.</p>
Warren & Mahoney dinner	12 November	<p>Geoff Cooper will be attending alongside other infrastructure leaders to discuss opportunities to partner on major infrastructure projects.</p>
Infrastructure NZ evening event	13 November	<p>Brendan Herder, Acting Director Investments and Reviews, will be discussing recent PPP advice, lessons from past projects and the approach for future transactions.</p>
National Infrastructure Plan – stakeholder engagement event in Wellington	14 November	<p>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. TW-2024-509 refers. We will provide an event form and attendee list by 12 November.</p>
RATA (Road Asset Technical Accord) GM Infrastructure Forum	15 November	<p>Matthew Keir, Director Data Science and Analytics, will provide an overview on the National Infrastructure Pipeline to the RATA GM Infrastructure Forum. The RATA holds regular information sharing events for local authority roading and asset managers.</p>

Event	Event date	Description (attending/presenting/purpose)
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.
Testing our thinking webinar	15 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.
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.
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 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.
Briefing for Transport and Infrastructure Committee	date tbc	See the item above.
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.

Event	Event date	Description (attending/presenting/purpose)
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.
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.
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
Workshop on 'Developing the National Infrastructure Plan' on 14 November [TW-2024-509]	Sent 5 November	You have confirmed that you will attend this event. We have provided an aide memoire and talking points, and will send an event form and attendee list by 12 November.	14 November
s9(2)(f)(iv), s9(2)(g)(i)			
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
Meeting with the Association of Consulting Engineers NZ on 26 November	22 November	We will provide a draft speech by midday 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

Topic and <a href="#">tracking number</a>	Date due to your office	What this advice covers	Deadline for Minister's feedback
Meeting briefing: Auckland panel event on infrastructure (hosted by Stuff) on 2 December	28 November (a draft speech is due to you by 15 November)	<p>You have agreed to attend this event; Minister Jones is also planning to attend. You have been asked to provide a speech on:</p> <ul style="list-style-type: none"> <li>- Updates to the NIP - Infracom consultation document, pipeline improvements</li> <li>- Updates to the PPP framework</li> <li>- Updates to 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
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	Mid-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
Spanish Trade Commission webinar on PPP guidance, 14 November	13 November	Brendan Herder will be presenting on the new market-facing document on PPPs. This webinar has been organised by the Spanish Trade Commission for Spanish companies interested in infrastructure investment in New Zealand. Our aide memoire will provide background information and talking points for US Court, who is attending.	14 November

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  [See attachments to this report.]	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.	The Board approved these amendments on 7 November. 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.

Topic	Date due to your office	What this report covers	Timeline
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 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)				

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	To be advised
24 October	s9(2)(a)	Copies of specified papers from Infracom and the Treasury	Sent 5 November	13 November
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 and PPP policy work.	Targeting publication in week beginning 11 November
15 October	s9(2)(a)	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

### 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, 3.15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
NIP stakeholder workshop, Wellington	14 November, 1-2pm	Minister, infrastructure officials	Aide memoire and talking points provided on 5 November [TW-2024-509 refers.] Event form and attendees list to be provided 12 November.	Peter Nunns
Weekly infrastructure officials meeting	18 November, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
RMA Ministerial Group meeting	20 November, 7-8pm	Minister, officials tbc	Agenda tbc	Barbara Tebbs
Infrastructure and Investment Ministers Group	20 November, 8:30-9pm	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	25 November, 1:15-1:45pm	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

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
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 15 November. Aide memoire and back pocket talking points due 28 November.	John Summers
Weekly infrastructure officials meeting	3 December, 1:15-2pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
New Dunedin Hospital Ministers Group meeting	4 December tbc	Minister, officials tbc	Agenda tbc	Andy Hagan
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, 3:30-4:15pm	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
Cross-party briefing on the National Infrastructure Plan	12 November, 4pm	US Court, Hon David Seymour’s adviser, Geoff Cooper	This is one of a series of cross-party briefings.	Geoff Cooper
Spanish Trade Commission webinar on PPP guidance	Pre-record on 12 November, live webinar on 14 November	Brendan Herder will be presenting on the new market guidance re PPPs, US Court attending.	We will provide talking points.	Brendan Herder
Infrastructure and Investment Ministers Group	20 November, 8:30-9pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court Papers are due to Tsy Sec by 29 October	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

[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.	