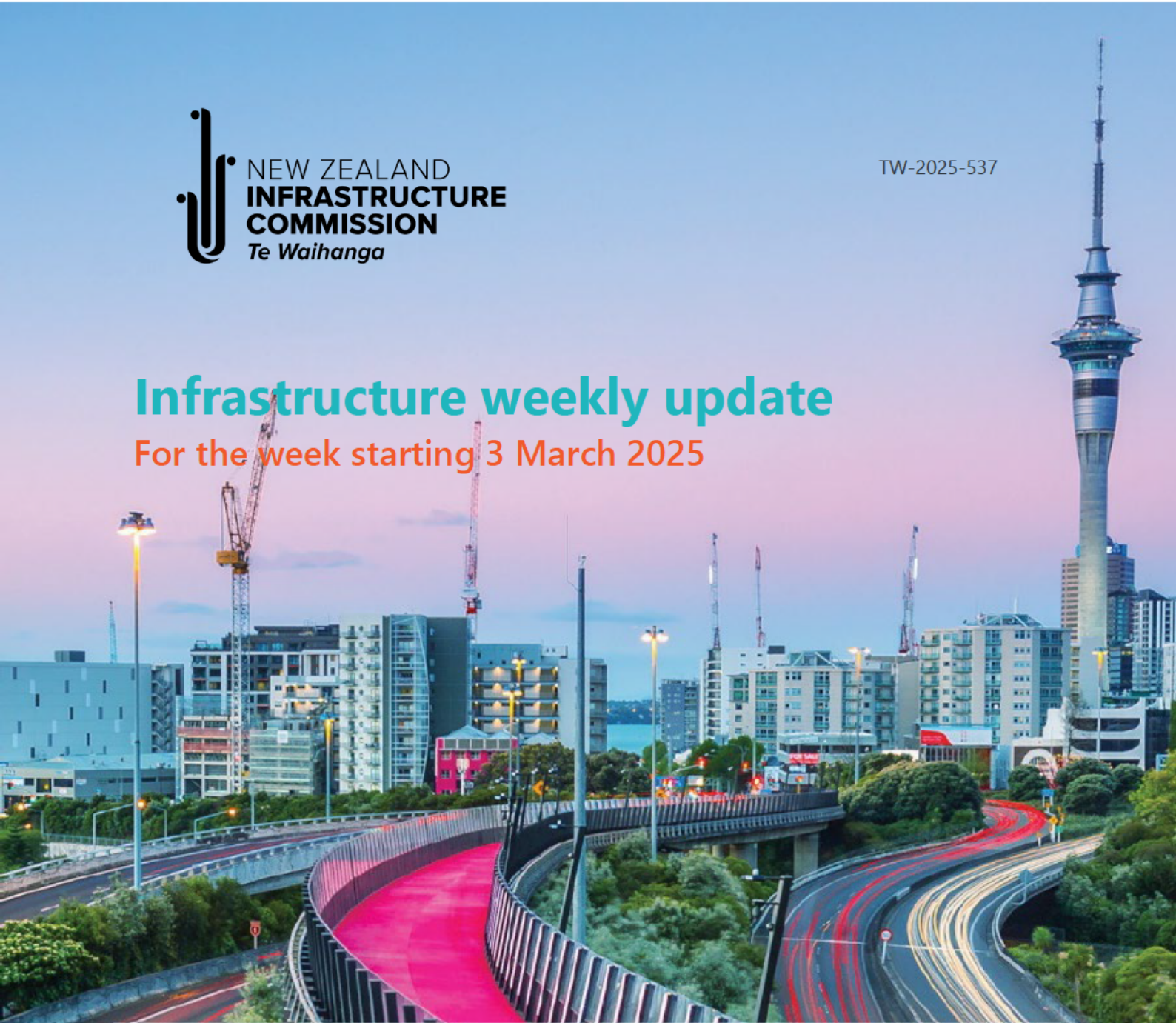


Infrastructure weekly update

For the week starting 3 March 2025



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 (NIP)

Report on summary of responses to the discussion document

In late 2024, we released a discussion document to test our thinking on the development of a National Infrastructure Plan. A total of 100 individuals and organisations provided feedback to the document. In addition to releasing the discussion document, we also held a series of workshops in Auckland, Hastings, Wellington and Christchurch with representatives from across the sector to share our early thinking and to seek feedback. While perspectives varied across written submissions and discussions at the workshops, early analysis suggests that there are several overarching themes that cut across infrastructure planning, funding, delivery and governance.

We are currently preparing a report on the feedback received, which we will provide to you in mid-March. We then plan to publish the report the week of 31 March. Once the report is published, we will also publish written submissions made by organisations on our website.

Peter Nunns, General Manager, Strategy

2.2. 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)
Dentons panel discussion: Infrastructure in New Zealand - Time for the tough conversations (Wellington)	5 March	Peter Nunns, GM – Strategy will speak about the development of the National Infrastructure Plan on a panel discussion hosted by Dentons.
Infrastructure Leaders Network (ILN) Meet-Up (Auckland)	6 March	The agenda is finalised and will continue to focus on fostering innovation, leadership, and collaboration across the infrastructure sector.
Construction Clients' Group seminar (Wellington)	13 March	Peter Nunns, GM – Strategy, will be presenting an update on the development of the draft National Infrastructure Plan.
Infrastructure Resilience Conference (Auckland)	18 March	Peter Nunns, GM – Strategy, has been asked to speak at a conference session on 'resilience in interconnected infrastructure networks' this is being hosted by Infrastructure New Zealand. Minister Bishop has also been invited. We will liaise with the office to ensure alignment of presentations if the Minister is presenting on the asset management work programme.
Infrastructure Leaders Network (ILN) (Online masterclass)	25 March	Graeme Newton, CE of Cross River Rail (Brisbane), will speak project directors about driving innovation.
Asset Management Community of Practice (Wellington)	27 March	We are partnering with Āpōpō to host a Community of Practice for Public Service Asset Managers.

Event	Event date	Description (attending/presenting/purpose)
Research Insights report on the fiscal returns of infrastructure investment (Webinar)	4 April	Graham Campbell, Principal Economist – Strategy, will provide an overview on this research report that is being published in mid-March (more detail in Appendix A).
Presentation to Transport Accident Investigation Commission (Wellington)	29 April	Geoff Cooper, CE, has been asked to present to the Commissioners and Executive Leadership Team of the Transport Accident Investigation Commission.
LGNZ All-of-local government meeting – focus on infrastructure (Wellington)	1 May (tbc)	Peter Nunns, GM – Strategy, will be sharing findings from 'Nation Building: 150 Years of Infrastructure Networks', which will be published that day.
Annual Āpōpō Congress (Christchurch)	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.
NZTA Pavements Conference (Christchurch)	9-11 June	Peter Nunns, GM – Strategy, has been asked to speak at the 22nd NZTA Pavements Conference. This year's theme is 'the Next Generation – Pavements and People'.
WasteMINZ Conference (Christchurch)	10-12 June	Peter Nunns, GM – Strategy, has been asked to speak at the WasteMINZ annual conference.
Infrastructure Commission Symposium (Wellington)	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. s9(2)(f)(iv)
Infrastructure Leaders Network (ILN) Meet-Up (Wellington)	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 additional external events that will be coming up this year that have an infrastructure focus. This list is not exhaustive and will continue to be updated.

Event	Event date	Organiser and event description
National Freshwater Conference (Auckland)	4-5 March	Annual conference for the freshwater sector.
Insurance Council of New Zealand Conference (Auckland)	4 March	Theme is 'Getting Resilience Right'.
Infrastructure Resilience Conference (Auckland)	18 March	Infrastructure New Zealand's Infrastructure Resilience Conference.
Downstream Conference (Christchurch)	20-21 March	The energy sector's annual conference.

Event	Event date	Organiser and event description
New Zealand Planning Institute Conference (Invercargill)	26-28 March	Annual conference.
Stormwater Conference (Rotorua)	13-15 May	Annual conference organised by Water NZ.
Creating Great Communities Forum (Wellington)	28-29 May	Event held by Taituarā, a membership organisation for professionals working in local government.
Infrastructure Sustainability Council Connect Conference (Auckland)	24 -25 June	Annual event for private and public sector members, with a focus on advancing sustainability. A New Zealand event was not held last year.
QuarryNZ Conference (Hamilton)	9-11 July	The future is now: Empowering the next generation of quarry professionals.
SuperLocal Conference (Christchurch)	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 (Wellington)	6-7 August	A vision for New Zealand hosted by Infrastructure New Zealand.
IPWEA International Public Works Conference (Sydney)	25-28 August	International conference.
NZ Wind Energy Association Summit (Wellington)	26-28 August	Annual conference.
Taituarā Conference 2025 (Christchurch)	3-5 September	Annual conference.
Electricity Engineer's Association (Christchurch)	9-11 September	Annual conference
Constructive Forum (Auckland)	11-12 September	Annual conference for the construction industry.
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."
Annual roading sector conference (Hamilton)	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
Resource Management Reform [TW-2025-538]	Sent 26 February	Provides advice on the Infrastructure Commission’s view of the Expert Advisory Group’s Blueprint for RM Reform, and implications for infrastructure	6 March
Briefings re reports and publications			
Delivery guidance on <i>Delivering better value and better outcomes: changing practices in infrastructure delivery</i>	5 March	Overview of delivery guidance we intend to publish by the end of March (further detail is in Appendix A).	tbc
Delivery guidance on <i>Towards better contracts</i>	5 March	Overview of delivery guidance we intend to publish by the end of March (further detail is in Appendix A).	tbc
Research report on the financial returns to infrastructure investment	6 March	Overview of a research report we intend to publish in March (further detail is in Appendix A).	tbc
Summary of responses to the discussion document on the National Infrastructure Plan	17 March	Overview of feedback received on the discussion document we released on 5 November 2024. We intend to publish the report the week of 31 March (further detail is in Appendix A).	tbc

Topic and tracking number	Date due to your office	What this advice covers	Deadline for Minister's feedback
Infrastructure Priorities Programme Update	Early April	Overview of Round 1 of the Infrastructure Priorities Programme. We outline our review and sign-out process that we have used to ensure consistency and robustness of assessments, and the proposals that have been assessed in Round 1.	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
3-year Business Plan	31 March	The 3-year business plan will include strategic context (including priorities and initiatives); a financial plan including a 3-year forecast, income statement, balance sheet, future funding requirements and forecast allocation of resources against outputs and deliverables, and actions the Commission plans to take to minimise consultancy costs and improve the efficiency of its operations.	Interim information was provided to the Treasury and Minister on 30 September 2024. A final 3-year business plan is due by 31 March 2025.

Topic	Date due to your office	What this report covers	Timeline
Quarterly Report Q3	Before 30 April	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 report for the quarter 1 January to 31 March 2025 will be due with the Minister/Monitor no later than 30 April 2025.

3.4. Upcoming Cabinet papers

We provide advice to you on upcoming papers that you or your colleagues are taking to Cabinet, where the Infrastructure Commission has provided comment.

s9(2)(g)(i)



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
26 February	s9(2)(a)	Use of s23 powers in the New Zealand Infrastructure Commission/Te Waihanga Act 2019	19 March	26 March

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
24 February	s9(2)(a)	Copies of 16 specified documents	24 March

3.7. Upcoming proactive releases

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.

Date received from your office	Description of request	Status	Indicative date to publish
Your office requested Health NZ coordinate a joint release with input from the Ministry of Health, Treasury and Te Waihanga	Proactive release of advice about New Dunedin Hospital	InfraComm’s redacted docs sent to Health NZ on 23 October Feedback received from Min offices	tbc
n/a	Proactive release of <i>Challenges and opportunities in the transport system</i> [TW-2025-528]	We will be informing key stakeholders (Treasury, NZTA, MOT, KiwiRail, CRL, Office of the Auditor-General), as they are referenced in the report, that we will be publishing this report. We will also provide a copy of the material proposed to be released to the Office.	28 February
n/a	Proactive release of material we prepared for the Transport and Infrastructure Committee briefing on the Northland RONS on 30 January 2025	We have provided a copy of material proposed to be released to the Office	28 February
n/a	Proactive release of weekly updates (October, November, December, January)	We will provide a copy of redacted material proposed to be released to the Office	To be released in tranches during March

3.8. 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	5 March, 11:30am- 12:30pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Upper North Island Strategic Alliance (UNISA) meeting	6 March, 10-11am	Minister, officials tbc	Agenda tbc, briefing (Treasury led with input from InfraCom, HUD, MFE, DIA, NZTA)	Peter Nunns
Infrastructure and Investment Ministers Group (IIMG)	12 March, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	20 March, 10:45-11:30am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	26 March, tbc	Minister, infrastructure officials	Agenda tbc	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

3.9. 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	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
An examination of the fiscal returns to infrastructure investment	Research report	Week of 17 March	This research report will share findings on whether infrastructure-enabled economic or population growth is sufficient to generate revenues to cover the costs of infrastructure provision..
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	Week of 24 March	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	Week of 24 March	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.
Summary of responses to the discussion document on the National Infrastructure Plan	Report	Week of 31 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.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Nation Building: 150 Years of Infrastructure Networks	Research report	1 May	<p>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. We are working with LGNZ to present some of the findings of this report at their all-of-local government meeting on 1 May as part of our publication launch.</p>

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.	