

Infrastructure weekly update

For the week starting 7 April 2025



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

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Table of Contents

- 1. Actions arising from previous meetings 2
- 2. Key issues and updates 3
 - 2.1. National Infrastructure Plan (NIP) 3
 - 2.2. Building Infrastructure Leadership Capability 3
 - 2.3. Upcoming events 4
- 3. Upcoming advice 7
 - 3.1. Upcoming briefings and aides memoire for the Minister 7
 - 3.2. Upcoming briefings and aides memoire for the Parliamentary Under-Secretary..... 8
 - 3.3. Monitoring and performance reports..... 8
 - 3.4. Upcoming Cabinet papers..... 9
 - 3.5. Ministerial Official Information Act requests 10
 - 3.6. Departmental Official Information Act requests 10
 - 3.7. Upcoming proactive releases..... 11
 - 3.8. Upcoming Ministerial meetings..... 11
 - 3.9. Upcoming meetings for the Parliamentary Under-Secretary..... 12
- Appendix A: List of upcoming reports and publications..... 13

1. Actions arising from previous meetings

Meeting date	Agreed action	By whom	By when	Status
20 March	Infracom to prepare an A3 on the National Infrastructure Plan (NIP) for the next Infrastructure and Investment Ministers Group (IIMG) meeting on 14 May	Peter Nunns	28 April	On track

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

Infrastructure Priorities Programme

The Expert Review Panel met last week to review the Round 1 assessments for the Infrastructure Priorities Programme (IPP). The purpose of the Panel is to provide the Infrastructure Commission with comprehensive, expert technical review of every draft IPP assessment. This will help ensure that IPP assessments are rigorous, robust, consistent, and fair.

The overall feedback received from the Panel is that the IPP process is sound, and that the assessments had been completed robustly and appropriately. We are now in the process of actioning changes recommended by the Panel, where necessary, to strengthen the assessments prior to finalisation.

We expect to share the outcomes of the IPP assessments with you shortly.

Andy Hagan, General Manager, Investment

2.2. Building Infrastructure Leadership Capability

Wellington Infrastructure Leaders Network Meet-Up Rescheduled

The Wellington Infrastructure Leaders Network (ILN) Meet-Up has been rescheduled to 7 May to coincide with a visit by Dr Kerry Bobbin to NZ (Head of Enabling Better Infrastructure (EBI) Programme in the UK). Dr Bobbin has been engaging with senior government officials around the world on how to deliver infrastructure more successfully. She will lead a conversation on the critical enablers of success, drawing on global insights. In her view, communication and trust are the key ingredients of high-performing projects.

We also be inviting Minister Chris Penk to attend and host a Q&A session. While we appreciate this is short notice, we would be pleased to have you join us if you are available.

Infrastructure Leaders Hub

We are developing a Leadership Hub on the Infrastructure Commission's website to support and strengthen leadership across the infrastructure sector. The Hub will serve as a central source of information, tools, and resources for infrastructure leaders. It will host our Best Practice Guides on appointing Senior Responsible Owners (SROs), and recruiting Project Directors, as well as the Project Director Capability Framework (PDCF).

In addition, the Hub will provide information on the leadership development opportunities we offer, such as peer networks (ILN), communities of practice, and targeted workshops.

Asset Management

Last week, we co-hosted the first combined Community of Practice for Public Sector Asset Managers alongside Apōpō. Around 30 Asset Managers attended, and the feedback was overwhelmingly positive.

The session reinforced the value of a connected and collaborative community, with attendees noting the benefits of sharing insights, challenges, and good practice across agencies. The event featured a panel discussion with representatives from the Treasury and the Infrastructure Commission, followed by an interactive workshop where participants had the opportunity to contribute their thinking to the development of the National Infrastructure Plan (NIP).

Andy Hagan, General Manager, Investment

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)
Construction Clients' Group seminar (Wellington)	10 April	Peter Nunns, GM Strategy, will be presenting an update on the development of the draft National Infrastructure Plan.
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.
Presentation to ASEAN Public Sector Leadership Programme	30 April	Nicola Richardson, Director Leadership, will be speaking about developing leadership capability across the New Zealand Public Sector.
LGNZ All-of-local government meeting – focus on infrastructure (Wellington)	1 May	Peter Nunns, GM Strategy, will be sharing findings from a <i>Research Insights</i> report, on the fiscal returns of infrastructure investment, that was published 27 March.
Infrastructure Leaders Network (ILN) Meet-Up (Wellington)	7 May	The Meet-Up has been rescheduled to coincide with a visit by Dr Kerry Bobbin to NZ (Head of Enabling Better Infrastructure (EBI) Programme in the UK). Please let us know if you wish to attend.
Annual Āpōpō Congress (Christchurch)	14-16 May	The theme for the conference this year is 'Delivering infrastructure value'. Peter Nunns, GM Strategy, is confirmed to present on the development of the National Infrastructure Plan and some of our work on asset and investment management settings and system improvements. Geoff Cooper, CE; Peter Nunns, GM – Strategy; and Sina Cotter Tait, Board Member, will be on the affirmative side of an 'infrastructure debate' at the Congress on 15 May. The topic for the debate is 'The next generation of New Zealanders will enjoy better infrastructure value than the last'. They will debate against three Āpōpō Life Members.
Meeting with Labour Party Spokesperson for Infrastructure and Public Investment, Kieran McAnulty MP	21 May	Geoff Cooper, CE, and other Commission staff (TBC), will be meeting with Kieran McAnulty to provide an update on the development of the National Infrastructure Plan.

Event	Event date	Description (attending/presenting/purpose)
Helen Clark Foundation Event	5 June	Geoff Cooper, CE, to be part of a panel discussion on asset management.
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)
QuarryNZ Conference (Hamilton)	9-11 July	Geoff Cooper, CE, has been asked to speak at this conference. The theme for this year is 'The future is now: Empowering the next generation of quarry professionals'.
IPWEA Conference (Sydney)	25-28 August	Geoff Cooper, CE, is a keynote speaker at this event. The theme of the conference this year is 'Shaping Tomorrow's World'.

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
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.
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 Engineers' Association (Christchurch)	9-11 September	Annual conference

Event	Event date	Organiser and event description
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

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
Infrastructure Priorities Programme Update	Late 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
Scope and content of the NIP	10 April	An overview of the content of the National Infrastructure Plan, ahead of preparation of the A3 for the 14 May IIMG meeting. For discussion at Officials' meeting 15 April.	15 April
Briefings re reports and publications			
Delivering better value and better outcomes: changing practices in infrastructure delivery	3 April	Overview of a report that we intend to publish in April (see Appendix A).	tbc
Towards better contracts	3 April	Overview of a report that we intend to publish in April (see Appendix A).	tbc
Infrastructure leadership	3 April	Overview of the information for project directors and senior responsible owners (SROs) that we will be publishing in mid-April (see Appendix A).	tbc
People build projects – NZ Infrastructure Leadership Challenges report	29 May	Overview of the report that we intend to publish in June (see Appendix A).	tbc
Nation building: 150 years of infrastructure investment in New Zealand	July	Overview of a report that we intend to publish in August (see Appendix A).	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 USC's feedback
None			

3.3. Monitoring and performance reports

We provide quarterly reports on our performance against the Statement of Performance Expectations, regular updates on the National Infrastructure Pipeline, and updates on cross-government work to deliver the Infrastructure Strategy.

Topic	Date due to your office	What this report covers	Timeline
Quarterly Report 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 is in preparation and is 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.

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
4 March	s9(2)(a)	Copy of briefing titled <i>Health New Zealand Infrastructure Investment Plan</i> [TW-2025-530]	Sent 20 March	Extended to 7 April

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
20 March	s9(2)(a)	Advice on public private partnerships (PPPs) since March 2024	Due to Treasury 4 April
17 March		Copies of 6 specified documents (including the Health IIP paper in scope of OIA25-CB033 above)	14 April
21 March		Info about Infracom ethnicity data and Māori-focused roles for redundancies	22 April

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.

Description	Status	Indicative date to publish
Proactive release of <i>Key Issues for Infrastructure – Report to the Expert Advisory Group on the Replacement of the Resource Management Act</i>	The EAG report was published by the Ministry for the Environment on 24 March. We propose to proactively release the advice that we provided to the EAG, to inform the development of their report. We provided a copy to the Office on 27 March.	To be published 4 April
Proactive release of weekly updates (December to March)	We provided the redacted December/January weekly updates on 25 March and the redacted February weekly updates on 28 March. We are currently redacting the March weekly updates and will provide them to the Office shortly.	To be published in tranches in April

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	15 April, 11-11:45am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	15 April, 6-7pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander
Infrastructure officials meeting	28 April, 3:15-4pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	5 May, 3:30-4:15pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	14 May, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander
Infrastructure and Investment Ministers Group (IIMG)	14 May, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper

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	15 April, 6-7pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander
Monthly meeting between the Minister and US Court	14 May, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander

[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
Infrastructure leadership	Best practice guides	17 April	We will be publishing a suite of information for project directors and senior responsible owners (SROs). These will include a Project Director Capability Framework (PDCF), a Best Practice Guide – Recruiting Infrastructure Project Directors, and a Best Practice Guide – Selecting and appointing Senior Responsible Owners (SROs).
Delivering better value and better outcomes: changing practices in infrastructure delivery	Report	24 April (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	Report	24 April (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.
Pipeline snapshot	Pipeline report	22 May (tbc)	Analysis and high-level insights summarising the Pipeline update and change between quarters.
People build projects – NZ Infrastructure Leadership Challenges report	Report	12 June	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.
Draft National Infrastructure Plan and associated reports	Plan and reports	s9(2)(f)(iv)	The draft National Infrastructure Plan will be publicly released for feedback s9(2)(f)(iv). At the same time, we plan to publish three reports that underpin aspects of the Plan (see below).

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Public Investment Management Assessment (PIMA) report	Report	s9(2)(f)(iv)	As part of our work to develop a National Infrastructure Plan, we want to understand whether current policy, regulatory and institutional settings are supporting central government to plan, select, and deliver infrastructure investments efficiently and effectively. To help us understand what's working and where New Zealand could improve, we have assessed central government system settings against the 'Public Investment Management Assessment' (PIMA) framework developed by the International Monetary Fund (IMF) in 2015.
Public Agreement and Community Expectations (PACE) report	Report	s9(2)(f)(iv)	This desktop review looks to answer two main questions: What are our communities' expectations for infrastructure and its services, and how to pay for it? What are the public perceptions of the relative priorities of infrastructure and services problems and opportunities?
Infrastructure Needs Analysis (INA) draft results and tech paper	Report	s9(2)(f)(iv)	This report will provide the draft results of the infrastructure needs analysis we are undertaking to best estimate our long-term infrastructure needs and compare them with current investment intentions to identify gaps and opportunities for recalibration and reforms.
Pipeline snapshot	Pipeline report	August	Analysis and high-level insights summarising the Pipeline update and change between quarters.
Nation building: 150 years of infrastructure investment in New Zealand	Research report	August	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.