

Infrastructure weekly update

For the week starting 30 September 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
20 August IIMG	Bring a paper on the National Infrastructure Plan to a future IIMG meeting	TW	Scheduled for the 15 October IIMG meeting	Pending
18 September Quarterly meeting between TW officials and Minister Brown	Provide copies of relevant Te Waihanga Research & Insights reports to Minister Brown’s office	TW	No deadline	Pending
23 September infrastructure officials meeting	Support the office to send letters on the NIP to Ministers and government agencies	TW	27 September	Pending

2. Key issues and updates

2.1. Infrastructure Delivery

Public Private Partnership Framework

On 30 September, we will send you and Under-Secretary Court our final advice, a draft Cabinet paper and draft public facing document for the PPP review. The Treasury, Crown Infrastructure Partners and agencies procuring infrastructure under the PPP model have been consulted on the work.

Andy Hagan, General Manager, Delivery

2.2. National Infrastructure Plan

Approach to engagement

The engagement approach on the National Infrastructure Plan has three phases:

- **Developing our knowledge**, which includes a discussion document (Aug-Dec 2024);
- **Testing our findings** and drafting the Plan (Jan-Apr 2025); and
- **Consultation on the draft Plan** (Jul-Aug 2025), followed by delivery of the final Plan.

We plan to use the following pyramid approach for our engagement, which is designed to grow our engagement from key stakeholders to the wider sector to the public across the phases of Plan development. This will allow us to solidify our engagement with stakeholders and widen our reach prior to the public consultation next year.



Discussion document

We are launching a discussion document in early November, with a five-week engagement period. The purpose of this engagement is to:

- Outline the scope and purpose of the Plan.
- Test our early/emerging thinking on the Plan based on work we have already completed and published.
- Seek information from the infrastructure sector (and other key stakeholders) that we can use to shape the Plan.

- Provide early visibility over our approach to the Plan, and test buy-in to this approach.

While this will be a public document, it will be mostly aimed at a sector audience rather than the general public. We will run a series of regional stakeholder events during November to support engagement.

We expect to test key issues with the general public later in the Plan development process, through separate mechanisms. This will include consultation on the draft Plan after it has been provided to you in June 2025.

We will provide you with a briefing on the draft discussion document on 10 October.

Infrastructure Priorities Programme (IPP)

We are continuing engagement with potential applicants to help them understand the IPP and what types of proposals are eligible to apply. Meetings have been held with 11 central government entities and state-owned enterprises to introduce the IPP and outline how central government infrastructure providers can participate.

Two webinars were held in September to introduce the IPP to local government and the wider infrastructure sector. The webinars were collectively attended by 234 individuals, representing over 120 organisations. Organisations represented included numerous local councils, central government agencies, state-owned enterprises and others.

Additional engagements with potential applicants will be ongoing over the next three months.

Peter Nunns, Acting General Manager, Strategy

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)
Infrastructure Priorities Programme webinar	3 October	We will be hosting another general overview of the Infrastructure Priorities Programme (IPP) for potential submitters. These are being led by our IPP team.
Infrastructure Leaders Network Meet-Up, Christchurch	4 October	This event follows from others we have convened, and that you attended, in Wellington and Auckland. Minister Bishop is not available. US Court has confirmed that he will attend and host a ½ hour Q&A session. Minister Penk was invited but is unavailable.
Āpōpō Early Bird – webinar series	10 October	Peter Nunns, Acting GM – Strategy, will be the guest speaker for this webinar. He will be providing an update on the National Infrastructure Plan and its individual workstreams.
National Lifeline Utilities Forum, Christchurch	17-18 October	Geoff Cooper, CE, will be delivering a keynote speech on the topic of ‘Making the Case for Change’ that will include a discussion on the National Infrastructure Plan, along with some of the Commission’s research on insurance of infrastructure against natural disasters. We understand that Under Secretary Court is also scheduled to speak.

Event	Event date	Description (attending/presenting/purpose)
Infrastructure Priorities Programme webinar	23 October	We will be hosting another general overview of the Infrastructure Priorities Programme (IPP) for potential submitters. These are being led by our IPP team.
Construction Procurement Summit, Sydney, AU (joining panel online)	24 October	Rebecca Robertshawe, Director – Projects and Programmes, will be an online panel member to discuss ‘Making it easier for contractors to work with Government by establishing modern and mature procurement practices’.
National Infrastructure Plan – four stakeholder engagement events	November (dates/venues to be finalised)	We are planning four stakeholder events between 6 and 14 November to discuss our proposed approach and seek feedback on our development of the National Infrastructure Plan. These are tentatively scheduled to be held in Hastings (6 Nov), Auckland (7 Nov), Christchurch (12 Nov), and Wellington (14 Nov). We will work with your office on options for you to attend one or more of these events.
Transport Group New Zealand – Central branch	Early November (tbc)	Nadine Dodge, Principal Economist, will be on a panel discussing transport modelling.
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.
Webinar on Congestion Charging, Helen Clark Foundation	20 November	Nadine Dodge, Principal Economist, will be moderating this webinar.

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
s9(2)(f)(iv)			
Draft market facing document on enhancements to the NZ PPP framework [TW-2024-490]	Sent 20 September	Provides you and Parliamentary Under-Secretary Court a draft version of our ‘market facing’ PPP deliverable outlining how government will enhance the way it uses PPP to deliver long term infrastructure outcomes.	23 September
NIP: Further detail on the Infrastructure Priorities Programme [TW-2024-489]	26 September	Provides further information about the three factors that will be used to assess proposals for the IPP.	None
NIP: System integration of the Plan to inform investment decision-making [TW-2024-483]	26 September	Will describe how the NIP will be integrated into the broader planning and investment system for infrastructure (e.g. through the Government Response, IMS/Budget etc), and roles/responsibilities of Cabinet / Ministers / TSY/ Infracom.	None
NIP: Draft update for IIMG	26 September	Provides a draft paper for you to take to the IIMG meeting of 15 October. Papers for this meeting are due to the Tsy Secretariat by 1 October.	1 October

Topic and tracking number	Date due to your office	What this advice covers	Deadline for Minister's feedback
Final advice, a draft Cabinet paper and draft public facing document for the PPP review	30 September	Will provide final advice on recommendations to enhance the PPP policy framework, and include a draft Cabinet paper.	None
Meeting with Reveal on 7 October	3 October	Provides background information for this meeting (a refresh of a backgrounder for a previous meeting with Reveal on 6 May – TW-2024-395 refers).	7 October
Meeting with Engineering NZ on 10 Oct	7 Oct	Provides background information for this meeting. Draft delivered 13 September [TW-2024-484]	10 October
NIP: Discussion document	10 October	Provides you with a briefing on the proposed discussion document that will be released for stakeholder feedback in late-October/early November.	tbc
NIP: Policy and system reforms	24 October	Provides the scope and approach to the development of recommended policy and system reforms for the National Infrastructure Plan.	tbc
Briefings re reports and publications			
Asset management State of Play [TW-2024-338]	3 October	Provides you with the Taking care of tomorrow today: Asset Management State of Play report.	tbc

s18(d)

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
Draft market facing document on enhancements to the NZ PPP framework [TW-2024-490]	Sent 20 September	Provides you and the Minister with a draft version of our 'market facing' PPP deliverable outlining how government will enhance the way it uses PPP to deliver long term infrastructure outcomes.	23 September
Infrastructure Leaders Network meet-up: background and speaking notes [TW-2024-495]	Sent 25 September	Provides background information and talking points for your address to the ILN meeting in Christchurch on 4 October.	4 October

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
Q1 Quarterly Report	End of October	Provides an update of our progress on key aspects of our work programme, and performance against the SPE.	N/A
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)			

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
27 August	s9(2)(a)	Copies of recent briefings and weekly reports in relation to DPMC’s work on critical infrastructure resilience [DPMC leading]	16 September – TW input sent to DPMC 30 August	24 September
27 August		Copies of two recent briefings (an update for IIMG on the PPP work programme and a weekly report)	16 September – TW and TSY input sent 16 Sept	24 September

Date received from your office	Correspondent	Description of request	Date due to Minister	Date due to send
29 August	s9(2)(a)	[rescoped on 5 September to only be for the IIMG item – combined response for CB231 and CB232] Copies of four recent briefings and a weekly report from InfraCom and Tsy [rescoped on 5 September to be for one InfraCom/Environment briefing about National Direction and two Tsy briefings – combined response for CB231 and CB232]	17 September – TW and Tsy input sent 16 Sept	25 September

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
13 August [partial transfer from the Minister – CB203]	s9(2)(a)	Feedback received by InfraCom from agencies used to inform the development of the National Infrastructure Plan [2 items relate to NZDF and NZTA feedback]	Decision letter sent 10 September
9 September		All advice delivered on NZTA's NLTP 2024-2027	7 October
10 September		Nine questions about InfraCom staff attendance at courses run by Wall Walks	8 October
12 September		All advice on Government Policy Statement on Land Transport and National Land Transport Programme	10 October
20 September		Request under both the Privacy Act and Official Information Act for all information relating to his prior OIA. Rescoped on 25 September to be for the information relating to the BusinessDesk media query that led to the scrutiny of the 10% figure. This includes our explanation of how this figure was estimated.	23 October

Date received	Correspondent	Description of request	Date due to send
25 September	s9(2)(a)	Original request: "Any information on resource consenting timeframes in New Zealand [including] briefings/memos/aide memoires that have been developed in relation to how long resource consents typically take from application to approval and also time to those projects being finished". Refined on 26 September to just capture any advice (aides memoire, briefings, memos, etc) that has been prepared for Ministers on the issue of consenting times.	24 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
Going for Housing Growth officials meeting	30 September, 8:15-9am	Minister Bishop and officials (12 Sept meeting rescheduled to 30 Sept)	Agenda tbc	Peter Nunns
Weekly infrastructure officials meeting	30 September, 4:15-5pm	Minister, infrastructure officials		Geoff Cooper
Follow-up meeting with industry leaders	October (tbc)	Minister	tbc	Andy Hagan
Meeting with Employers and Manufacturers Association (Alan McDonald, Head of Advocacy, Strategy and Finance)	October (tbc)	Minister Brown	To be commissioned	Andy Hagan
Meeting with Chapman Tripp	1 October, 2:30pm	Minister Bishop	We will provide updated standard talking points for infrastructure	Andy Hagan
Monthly meeting between the Minister and US Court	7 October, 4:45-5:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
Meeting with Sam Wiffen, Chief Executive, and Nick Hearn, Chief Operating Officer, Reveal	7 October, 4-4:30pm	Minister	We will provide an updated aide memoire	Andy Hagan
Meeting with Richard Templer, Chief Executive, Engineering NZ	10 October, 8.30-9am	Minister, officials tbc	We will provide an updated aide memoire [TW-2024-484 refers]	Andy Hagan
Meeting with Mark Jurgeleit, Chief Executive, Cello	10 October, 9:30-10.15am	Minister, officials tbc	Treasury leading on an aide memoire	Andy Hagan
Weekly infrastructure officials meeting	14 October, 3:30-4:15pm	Minister, infrastructure officials		Geoff Cooper
Going for Housing Growth officials meeting	14 October (tbc)	Minister Bishop and officials	Agenda tbc	Peter Nunns
Infrastructure and Investment Ministers Group	15 October, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court Papers are due to Tsy Sec by 1 October	Agenda tbc – includes NIP	Geoff Cooper
Weekly infrastructure officials meeting	4 November, 3:30-4:15pm	Minister, infrastructure officials		Geoff Cooper
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

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 Leaders Network (ILN) meet-up, Christchurch	4 October, 9:15-9:45am	US Court. We will prepare a background briefing.		Andy Hagan

Meeting	Meeting date	Who will be attending/presenting	Comment / action	TW lead
Monthly meeting between the Minister and US Court	7 October, 4:45-5:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs
Infrastructure and Investment Ministers Group	15 October, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court Papers are due to Tsy Sec by 1 October	Agenda tbc – includes NIP	Geoff Cooper
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
What’s next? Addressing New Zealand’s infrastructure challenge (a discussion document)	Discussion document	Early November (TBC)	We are currently developing a discussion document to share our initial thinking on the development of the National Infrastructure Plan and seek early feedback. We will provide you with an early draft. 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.
s18(d)			
Taking care of Tomorrow Today: An Asset Management State of Play	Research report	TBC Q4 2024	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.
Introducing water meters	Case studies	TBC Q4 2024	Includes foreword from us, followed by water metering case studies in Kapiti and Nelson commissioned from Pat Dougherty, Director Wellington Water. [TW-2024-423 refers.]
Aucklanders and their infrastructure	Research report	TBC Q4 2024	Using recently published research, this report will drill down into several pieces of our published research to provide Auckland-focused insights.

Appendix B: Key milestones for the National Infrastructure Plan

Date	Deliverable	Detail	Current Status
November 2024	Discussion Document: Stakeholder engagement	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 consultation period is scheduled to commence on 4 November 2024.
Late October	Draft plan outline	Outline for the structure of the Plan including early thinking on key issues.	Draft outline is being developed - this may be delivered in November after the Discussion Document is released.
September to December 2024	Draft background reports on Infrastructure Needs Analysis	A series of background reports to inform the development of the Infrastructure Needs Analysis. (Insurance against natural hazards, Natural hazards risks to infrastructure, Investment demand related to decarbonisation)	Background Paper: 'Paying it forward: Understanding our long-term infrastructure needs' will be published on 26 September.
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	
Mid-December 2024	Detailed Plan outline	Outline containing information and interim findings from each workstream and noting areas where further work is required.	
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.	