

Infrastructure weekly update

For the week starting 26 May 2025



To: Hon Chris Bishop, Minister for Infrastructure

Minister's comments:

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1. Actions arising from previous meetings

Officials meetings

Meeting date	Agreed action	By whom	By when	Status
20 May	Work with the Minister’s office to update Release of Draft National Infrastructure Plan draft Cabinet paper for Ministerial consultation	Infrastructure Commission	26 May	In progress

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

Plan development

Development of the draft Plan is continuing. The draft Plan has been socialised with the Board, the Government Agency Forum, and relevant government entities. Their feedback, along with the advice from the Quality Review Panel, is currently being worked through and incorporated.

The draft supporting Cabinet Paper, for discussion at the Cabinet Business Committee (CBC) meeting on 16 June (ahead of Cabinet meeting on 23 June), was shared and discussed with you at last week's officials meeting. Any changes made to reflect your feedback and departmental feedback will be appropriately reflected in the revised version to be sent out on 27 May for Ministerial consultation. For reference, dates for key NIP Ministerial products are provided in Appendix B.

Sharing the results of the Infrastructure Priorities Programme

We intend to publish detailed results of the first round of the Infrastructure Priorities Programme as part of the release of the draft NIP on 25 June. We are notifying applicants of assessment results today (22 May) and will work with them over the next few weeks to check application material and redact any information that cannot be publicly shared.

You are receiving an Infrastructure Priorities Programme Update today. This outlines our review and sign-out process that we have used to ensure consistency and robustness of assessments, the proposals that have been assessed in Round 1, and the high-level results of these assessments. We will recommend that you refer this advice to portfolio Ministers so they will receive results for applications relevant to their portfolios at the same time as they are being consulted on the NIP Cabinet paper.

Meeting with Hon Kieran McAnulty to discuss development of the Draft Plan

Geoff Cooper, CE, and Andy Hagan, GM Investment, met with Hon Kieran McAnulty on 21 May in his capacity as Labour Infrastructure Spokesperson. Geoff provided an update on development of the Draft Plan, an outline of the likely sections of the Plan and preparations for the upcoming Infrastructure Symposium. It was agreed to meet again ahead of release of the Draft Plan.

Peter Nunns, General Manager, Strategy

2.2. An Infrastructure pathway as part of Resource Management Reform

s9(2)(f)(iv), s9(2)(g)(i)

s9(2)(f)(iv), s9(2)(g)(i)



2.3. Contributions from Local Government to the National Infrastructure Pipeline

In September 2024 you wrote to all council Mayors and Chairs requesting that councils and council-controlled organisations contribute to the Pipeline, noting the need for evidence to inform the NIP. As of the March Pipeline update, only 14 councils had yet to contribute information to the National Infrastructure Pipeline.

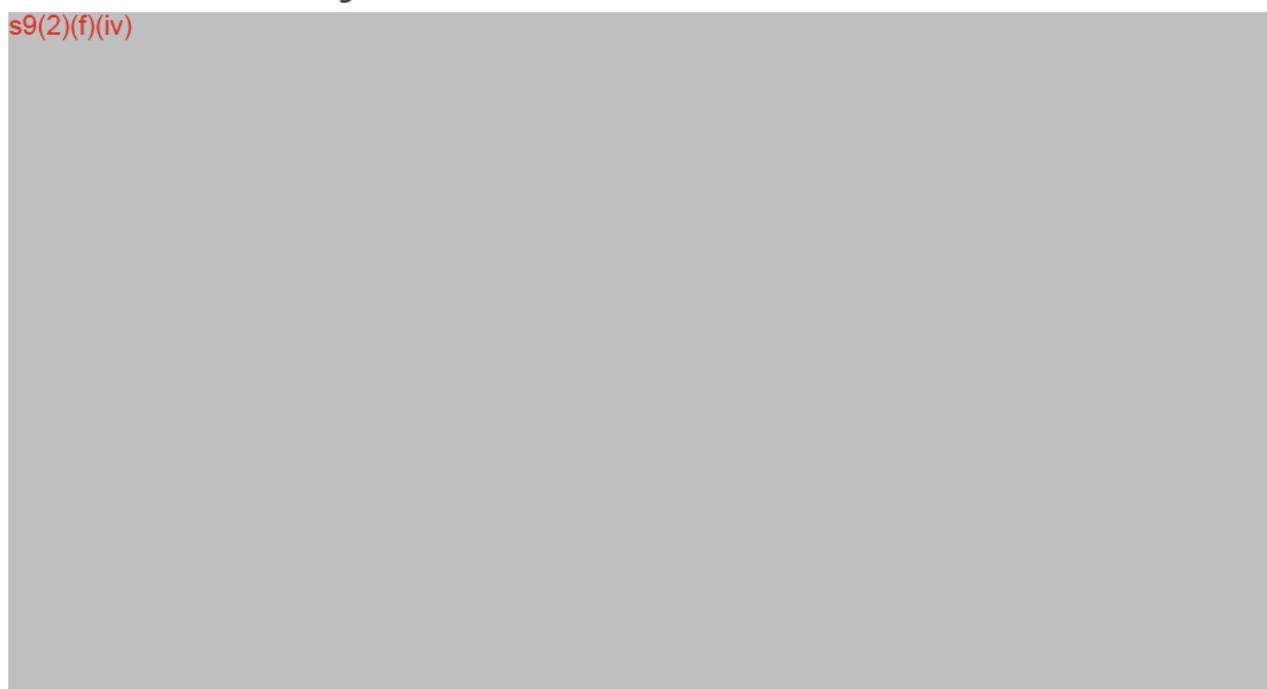
We have been engaging with non-contributing councils each quarter, seeking confirmation of the best contact person within their organisation to respond, and requesting they submit information to the Pipeline. Of the 14 non-contributing councils:

- Five councils have been actively responding to emails in the last three months but are yet to make a submission.
- Eight councils have engaged from time to time, with minimal engagement in recent quarters.
- One council has advised that they do not have the capacity to provide information and will not be taking part by contributing to the National Infrastructure Pipeline.

Non-contributing councils tend to be small (see Table 1) and hence account for a small share of New Zealand’s overall infrastructure investment. However, lifting contributions is important if the Pipeline is to deliver on its mission to provide a complete view of activity underway and in planning and our functions in the *New Zealand Infrastructure Commission/Te Waihanga Act 2019*.

Table 1: Non-contributing councils

s9(2)(f)(iv)



We will update you on progress and provide draft letters to your office in June for you to send to these councils requesting their participation. Letters will have the most value if they are received by contributors after the draft Plan is published, requesting contributions to the Pipeline for the September quarter in time to inform the final Plan delivered in December.

Peter Nunns, General Manager, Strategy

2.4. 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 Rail Industry Dinner (Auckland)	29 May	Geoff Cooper, CE, will be the keynote speaker at this dinner hosted by the Australasian Railway Association and New Zealand Rail Committee. He will discuss the development of the National Infrastructure Plan.
Marsh Client Council (Auckland)	5 June	Geoff Cooper, CE, will be a keynote speaker for the upcoming Marsh Client Council. He will discuss the development of the National Infrastructure Plan.
Helen Clark Foundation Event (Auckland)	5 June	Geoff Cooper, CE, to be part of a panel discussion on asset management.
ASEAN Public Sector Leadership Programme (VUW)	9 June	Nicola Richardson, Director Leadership and Capability, presentation to ASEAN government officials on developing leadership capability across the NZ Public Sector.
The Energy Forum (Taranaki)	18 June	Geoff Cooper, CE, presentation on investing in infrastructure and the development of the draft National Infrastructure Plan.
2025/26 Estimates hearing (Wellington)	19 June	Geoff Cooper, CE, and Raveen Jaduram, Chair, will attend this hearing with the Transport and Infrastructure Committee.
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.
Webinars to support the draft National Infrastructure Plan	July	Up to five webinars led by Commission staff are scheduled for the month of July to highlight aspects of the draft National Infrastructure Plan and to encourage people to provide feedback on the draft Plan. We will provide an update on individual topics and dates as confirmed.
QuarryNZ Conference (Hamilton)	9-11 July	Andy Hagan, GM Investment will speak at this conference. The theme for this year is 'The future is now: Empowering the next generation of quarry professionals.'
Briefing for Transport and Infrastructure Committee (Wellington)	31 July	We have accepted an invitation to brief the Committee on the draft National Infrastructure Plan.
Taituarā Community Plan Forum (Wellington)	19-20 August	Nadine Dodge, Acting Director Infrastructure Priorities and Evaluation, will be on a panel looking at how local councils could and should be reflecting their approach to risk and resilience in their long-term plans.
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'.

Event	Event date	Description (attending/presenting/purpose)
Macro Group (Wellington)	12 September	Peter Nunns, GM Strategy, will speak to Macro Group (a group of economists who are interested in macroeconomics) about some of the Commission's recent research.

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
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.
Constructive Forum (Auckland)	11-12 September	Annual conference for the construction industry. Further information about this event was provided to your office on 8 April.
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."
New Zealand Coastal Society Conference (Napier)	18-21 November	Annual conference. The society is an Engineering New Zealand Technical Group.
Annual roading sector conference (Hamilton)	19-20 November	Annual conference.

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.

Advice	Date due to your office	What this advice covers	Deadline for Minister's feedback
Pipeline contributions from local government – draft letters from the Minister	17 June	Provides draft letters for the Minister to send to local government organisations, noting his previous request and ongoing that expectation they contribute to the National Infrastructure Pipeline.	TBC
Provision of the Infrastructure Commission's 2025-29 Statement of Intent and 2025-26 Statement of Performance Expectations	By 30 June	Provides the final 2025-29 Statement of Intent and 2025-26 Statement of Performance Expectations prior to the start of the 2025-26 financial year	TBC
Briefings re reports and publications			
From plans to projects: Assessing how central government plans, funds, delivers, and manages infrastructure	27 May	Overview of the Public Investment Management Assessment (PIMA) report that we intend to publish in June (see Appendix A).	TBC (and refer to other Ministers)
Infrastructure Needs Analysis (INA) draft results and technical papers, along with draft sector summaries	4 June	Overview of the draft results and technical papers we intend to publish in June (see Appendix A).	TBC (and refer to other Ministers)
Update on the Draft National Infrastructure Plan	Early June	A further update on the Draft National Infrastructure Plan	TBC (and refer to other Ministers)
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

Advice	Date due to your office	What this advice covers	Deadline for Minister's feedback
People build projects – NZ Infrastructure Leadership Challenges report	July	Overview of the 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
SPE 2025/26 and SOI 2025-2029	30 June	We provided you with initial drafts of our updated Statement of Performance Expectations (SPE) for 2025/26, along with an updated Statement of Intent (SOI) for 2025-2029 on 30 April and received your feedback on 16 May. Final versions will be provided no later than 30 June.	The final 2025-29 Statement of Intent and 2025-26 Statement of Performance Expectations will be provided to you prior to the start of the 2025-26 financial year (ie before 30 June).
Quarterly Performance Reporting	31 July	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,	The Q3 report for the quarter 1 January to 31 March 2025 was provided to you on 30 April 2025. The next report for the period 1 April-30 June will be due no later than 31 July.

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

3.4. Upcoming Cabinet papers

This table summarises upcoming Cabinet papers 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
None				

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
14 May	s9(2)(a)	Advice received by Under-Secretary Court regarding climate-related risks to critical infrastructure, adaptation strategies for roading, transport or energy assets, and the Crown's Te Tiriti obligations for environmental protection or resource management.	12 June
19 May		Copies of three recent Infracom papers	17 June

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 weekly updates	We will provide redacted April weekly updates to the Office shortly.	To be published in June
Proactive release of Letter of Expectations and Strategic Issues Letter	The Treasury is preparing to proactively release 2025/26 Letters of Expectations sent to all of the entities in its commercial portfolio, including the one for the Infrastructure Commission. We intend to publish our Strategic Issues Letter responding to the Letters of Expectation around the same time.	By 28 May (Treasury lead)

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	28 May, 4:40-5:40pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	4 June, 4:15-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	18 June, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	18 June, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander
Infrastructure and Investment Ministers Group (IIMG)	18 June, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	1 July, 11:30am-12:30pm	Minister, infrastructure officials	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	18 June, 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
Draft National Infrastructure Plan and associated reports	Plan and reports	25 June	The draft National Infrastructure Plan will be publicly released for feedback on 25 June. At the same time, we plan to publish reports that underpin aspects of the Plan, as well as the assessments of applications in Round One of the IPP (see below).
Public Agreement and Community Expectations (PACE) report	Report	25 June	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?
From plans to projects: Assessing how central government plans, funds, delivers, and manages infrastructure	Report	25 June	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.
Infrastructure Needs Analysis (INA) draft results and technical papers, along with draft sector summaries	Report	25 June	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.
Infrastructure Priorities Programme Round One Assessments	Reports	25 June	We will be publishing the reports for applications assessed in Round One. These reports will include scoring against assessment criteria, the rationale for scores given, and an assessment of investment readiness.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Pipeline snapshot for quarter ending 30 June 2025	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.
People build projects – NZ Infrastructure Leadership Challenges report	Report	August	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.

Appendix B: NIP key dates for Ministerial products

w/b	May					June		
	5/5	12/5	19/5	26/5	2/6	9/6	16/6	20/6
IIMG/Cabinet Overview of NIP	Cabinet paper in drafting (based on IIMG papers and A3)	14 May IIMG meeting 14 May Board considers initial draft NIP 15 May Revise draft Cabinet paper based on IIMG feedback 16-20 May Departmental consultation on Cabinet paper	20 May Draft Cabinet paper to MInfra (based on IIMG paper and A3)	27 May Ministerial consultation on Cabinet paper commences (27/5-10/6)	Ministerial consultation on Cabinet paper (27/5-10/6)	10 June Cabinet paper revised to incorporate feedback from Ministerial consultation 11 June Board final approval of draft NIP for release 11 June MInfra final approval to lodge Cabinet paper (delegated?) 12 June CBC paper lodged	16 June CBC considers NIP Overview paper 18 June NIP Overview Cabinet paper lodged	23 June Cabinet considers NIP Overview paper
Detailed briefing material to MInfra	7 May NIP update/overview to MInfra to support Julie-Anne Genter meeting 15/5	12/13 May Pipeline March Quarterly update AM to MInfra	20 May Aide memoire & Public Agreement and Community Expectations (PACE) to MINFRA 22 May Aide Memoire IPP Round 1 Results to MInfra refer to Budget and portfolio Ministers (referral by 29 May)	27 May Aide memoire & Public Investment Management Assessment (PIMA), and summary of NIP findings and recs to MInfra refer to Budget Ministers	4 June Aide memoire & Infrastructure Needs Analysis (INA) draft results, technical report and sector summaries to MInfra refer to Portfolio Ministers	12 June Office staff receive material to support briefing MInfra on NIP ahead of Symposium	19 June Comms pack for release of NIP to MInfra (draft Symposium speech, press release, FAQs)	25 June Full NIP draft formally submitted to MInfra Symposium – release of NIP, IPP Round 1 Results, PIMA, PACE, INA
Cross-party briefings and consultation			Cross-party meetings TBC	Cross-party meetings TBC	Cross-party meetings TBC 4/6 MInfra meeting with Julie-Anne Genter		19 June Opposition spokesperson McAnulty to receive material for Symposium	