

# Infrastructure weekly update

For the week starting 24 March 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. Three-year Business Plan ..... 3
  - 2.3. Upcoming events ..... 4
- 3. Upcoming advice ..... 6
  - 3.1. Upcoming briefings and aides memoire for the Minister ..... 6
  - 3.2. Upcoming briefings and aides memoire for the Parliamentary Under-Secretary..... 7
  - 3.3. Monitoring and performance reports..... 7
  - 3.4. Upcoming Cabinet papers..... 8
  - 3.5. Ministerial Official Information Act requests ..... 9
  - 3.6. Departmental Official Information Act requests ..... 9
  - 3.7. Upcoming proactive releases..... 10
  - 3.8. Upcoming Ministerial meetings..... 10
  - 3.9. Upcoming meetings for the Parliamentary Under-Secretary..... 11
- Appendix A: List of upcoming reports and publications..... 12

## 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)

s18(d), s9(2)(f)(iv), s9(2)(g)(i)



*Peter Nunns, General Manager, Strategy*

### 2.2. Three-year Business Plan

The Board approved the Commission's 3-year Business Plan (3YP) on 19 March 2025.

The 3YP provides the first detailed and complete cross-organisational view of our work and activities fulfilling our core functions in legislation and under CO(23)9. Through the 3YP, the Commission has:

- rebalanced its budget over the planning period
- reduced its planned spend on consultants and contractors (from \$2.8m in FY23/24 to \$1m by FY26/27 – a 64% reduction)
- demonstrated that it can operate within its annual appropriation (\$13m) from 2026/27 while maintaining a prudent level of reserves<sup>1</sup>
- smoothed the required resourcing for delivery of the NIP/future strategy reports, mitigating the cyclical 5-year 'spike' in resourcing demands.

Our planned spend is spread appropriately across our four Output Classes and our activities contribute across all medium-term Outcomes, fulfil your expectations as outlined in successive Letters of Expectation (LOEs), and contribute to Government priorities. We have given strong emphasis to activities which contribute to the production of strategy reports and which deliver on our system leadership role under CO(23)9.

Following final design and proofing, we expect to provide the 3YP to you by your 31 March deadline.

*Vanisa Dhiru, General Manager, Corporate (Operations)*

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<sup>1</sup> The term 'reserves' is intended to reflect that the Commission will maintain a minimum a level of funds on hand to ensure ongoing solvency, to accommodate flexibility within the forecast work programme and to continue to be responsive to Ministerial needs for advice and support.

## 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 Leaders Network (ILN) (Online masterclass)	25 March	Graeme Newton, CE of Cross River Rail (Brisbane), will speak to 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.
<i>Research Insights</i> report on the fiscal returns of infrastructure investment (Webinar)	4 April	Graham Campbell, Principal Economist, will provide an overview on this research report that is being published late March (more detail in Appendix A).
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.
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 is scheduled to be released in March.
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.
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'.

Event	Event date	Description (attending/presenting/purpose)
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
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.
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 <a href="#">tracking number</a>	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
Delivering the Draft National Infrastructure Plan	27 March	Provides detail of the steps to deliver the Draft NIP to you <sup>s9(2)(f)(iv)</sup> , updates on cross party engagement plan, options for engaging with your Ministerial colleagues and providing your feedback to the Commission on the Draft NIP.	tbc
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
<b>Briefings re reports and publications</b>			
Delivering better value and better outcomes: changing practices in infrastructure delivery	27 March	Overview of a report that we intend to publish in April (further detail is in Appendix A).	tbc
Towards better contracts	27 March	Overview of a report that we intend to publish in April (further detail is in Appendix A).	tbc
Nation building: 150 years of infrastructure investment in New Zealand	June	Overview of a report that we intend to publish in July (further detail is in 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 <a href="#">tracking number</a>	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
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.
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.

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]	20 March	31 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
4 March	s9(2)(a)	Information relating to National Infrastructure Plan engagement and Infrastructure Priorities Programme applications	1 April
4 March	s9(2)(a)	Advice relating to the <i>Land Transport Revenue Action Plan: Time of use charging</i> Cabinet paper	1 April
20 March	s9(2)(a)	Advice on public private partnerships (PPPs) since March 2024	Due to Treasury 4 April
17 March	s9(2)(a)	Copies of 6 specified documents	14 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>Challenges and opportunities in the transport system</i> [TW-2025-528]	We have consulted with 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 have provided to the Office a copy of the material proposed to be released.	To be published 21 March
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 and have consulted with the Ministry of Transport and NZTA.	To be published 21 March
Proactive release of weekly updates (November, December, January, February)	We provided the redacted November weekly updates to the Office on 20 March. We are currently redacting the December, January and February weekly updates and will provide them to the Office shortly.	To be released in tranches during April
Proactive release of <i>Key Issues for Infrastructure – Report to the Expert Advisory Group on the Replacement of the Resource Management Act</i>	We propose to proactively release this document.	Tbc – to be released after the EAG report is published by the Ministry for the Environment

### 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	9 April, 4-4:45pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure officials meeting	15 April, 11am-11:45am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	15 April, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Paul Alexander

### 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, 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
An examination of the fiscal returns to infrastructure investment	Research report	Week of 24 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.
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.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Report	April	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	April	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.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Nation building: 150 years of infrastructure investment in New Zealand	Research report	July	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.