



NEW ZEALAND
**INFRASTRUCTURE
COMMISSION**
Te Waihanga

The National Infrastructure Pipeline

14 November 2025 (September quarter briefing)



Te Kāwanatanga o Aotearoa
New Zealand Government

Disclaimer - This presentation contains general information and is not formal advice. It is recommended that you seek independent advice on any matter relating to the use of the information. We will not be liable for any loss or damage whatsoever arising from the use of the information.



Overview

1. The National Infrastructure Pipeline
2. Insights for September and new features – see the [Snapshot report next week](#) for more details
3. December submissions opening today:
 - Focus on improved information quality
 - Reporting on the governments Going for Growth infrastructure pillar
 - Template changes – aimed at driving coordination across the system
4. Crown Infrastructure Delivery - David Kenrick (Policy and Māori Manager) and Collette Devlin Perrott (Public Sector Engagement Manager)
5. NEMA – Malcolm Millar (Manager, Risk and Recovery)
6. Questions



Central government agencies – joining today



New Zealand Infrastructure Commission

Seeks to deliver a positive change in New Zealand's planning and delivery of infrastructure, its systems and settings. Independent advisor to government on infrastructure, prioritising long-term infrastructure strategy and planning.



Crown Infrastructure Delivery Ltd (CID)

Leads the safe, efficient and cost-effective delivery of quality infrastructure projects for Crown organisations.



National Emergency Management Agency
Te Rākau Whakamarumarū

National Emergency Management Agency (NEMA)

Provides leadership in reducing risk, being ready for, responding to and recovering from emergencies.



Other central government agencies we work closely with



TE TAI ŌHANGA
THE TREASURY

The Treasury – Te Tai Ōhanga

The Government's lead economic and financial advisor.

Primary advisor to the Minister for Infrastructure and also provides advice to the Minister of Finance on infrastructure issues.



National Infrastructure Funding and Financing Limited (NIFF)

The Government's investor shopfront for public infrastructure and the centre of expertise on the funding and financing of New Zealand infrastructure.



New Zealand Government Procurement (NZGP)

Helps government deliver better value and outcomes by lifting procurement capability and performance.

Manages the Government Electronic Tenders Service (GETS) and New Zealand's All-of-Government contracts for common goods and services.



Required to:

“provide and co-ordinate”

information about

**“current and proposed
infrastructure projects”**

infrastructure means physical infrastructure that is in New Zealand or that results in services in New Zealand

infrastructure project includes—

- (a) the creation of new infrastructure; and
- (b) the maintenance, upgrading, replacement, decommissioning, or removal of existing infrastructure



Overview



New Zealand's national dataset of infrastructure project information

129 contributing organisations



- Local government (73)
- Central government (21)
- Commercial sector, incl. SOE's (35)

12,000 planned and active projects



- 1,848 greater than \$10 million
- 139 infrastructure providers

~\$20 billion spend projected in 2025 (~4.7% of GDP)

June 2025 figures



\$125.1 billion of projects with some funding certainty

- Fully funded
- Part funded
- Funding source confirmed



\$52.8 billion of projects under construction

- Including some multi decade projects



\$112 billion of projects with no funding certainty



\$237.1 billion total funded and unfunded



1

Informing system advice

Evidence base to understand:

- The state of the infrastructure system and activity underway and in planning
- Identify issues that hold back efficiency and productivity and opportunities for improvements

Informs:

- Commentary and reporting on the infrastructure system activity
- Research reports
- National Infrastructure Plan / Strategic planning
- Advice on system changes and related policy
- Aligns infrastructure providers to common information standards



2

Informing investment decision making

Evidence base to understand:

- Market capacity constraints
- Competing demand and/or investment opportunity costs (inc. intra-sector)
- Deliverability risks
- Opportunities for scheduling

Informs:

- Government budget processes and funding decisions
- Scheduling of investment and initiatives
- More efficient allocation of resource
- Smoothing Pipeline



3

Informing supply side and policy initiatives

Evidence base to understand:

- Workforce, materials, and equipment requirements and constraints
- The skills and occupations that will be needed when and where
- Competing demand for resources

Informs:

- Economic, education, and employment initiatives and settings
- Workforce and skills development
- Immigration settings and policy
- MBIE labour markets group policy development
- Regional economic and employment agency activities



4

Informing intra-system coordination

- **Amongst infrastructure providers**
- **Between infrastructure providers and the construction market**

Evidence base to understand:

- Market constraints, opportunities, synergies, and competing demands
- Workforce, materials, and resource needs
- Forward programme of work (including certainty levels)

Informs:

- Prioritisation, sequencing, efficient allocation of resources and work packaging
- Business (inc. tender) planning, early involvement, and procurement opportunity
- Investment in capacity and capability including workforce
- More sophisticated longer-term planning and smoother pipeline



Insights



Accessing Pipeline insights

[Snapshot report](#) provides more details (available next week)

- New tables breakdown what's scheduled to enter procurement and construction

[Explore the Pipeline](#)

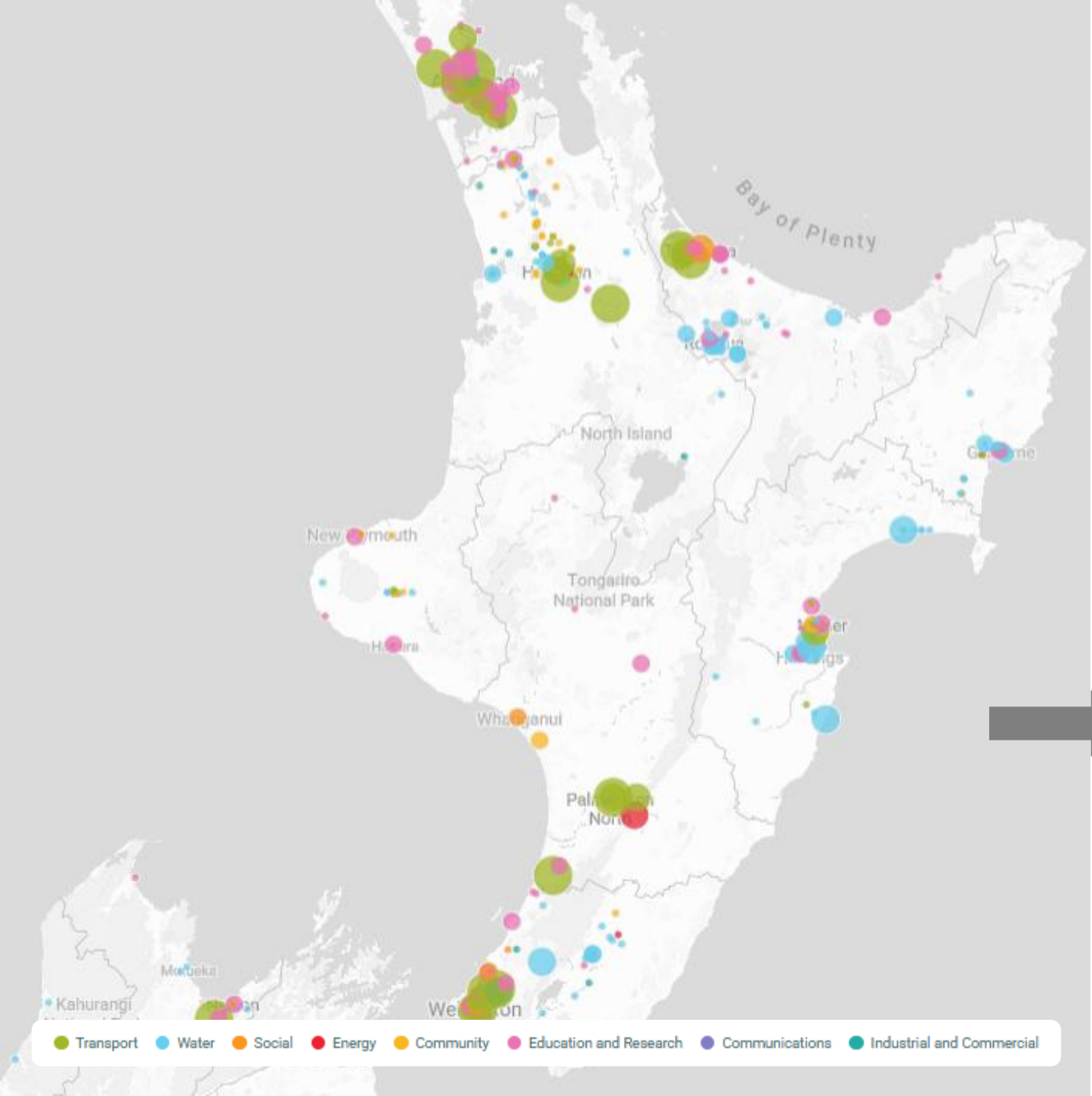
- Spatial representation now available

[Workforce projections](#) (via the insights platform)

- 2023 workforce supply reference line available

[Infrastructure Priorities Programme](#)

- New results for Round 2 scheduled to be released in December



Explore the Pipeline

- Spatial view
- Timelines
- Initiative list
- Initiative details

NATIONAL INFRASTRUCTURE PIPELINE > INITIATIVE DETAIL

Te Paepae o Aotea Redevelopment

Ministry of Education National Infrastructure Pipeline Identifier: IPO15704

Description of Infrastructure Initiative
This is a Redevelopment project at Te Paepae o Aotea

No endorsement	Education and Research	Taranaki	Scoping and problem definition	25 - 50 million	Funding source confirmed	Procurement starts <6 mo	Recent update
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[Initiative details](#) [IPP endorsement](#) [More information](#)

Initiative details
Initiative details provides further information for each Initiative in the National Infrastructure Pipeline. Infrastructure providers update this information each quarter.

Overview	
Lifecycle status	Scoping and problem definition
Region	Taranaki
Locality	Hawera
Investment type	null
Expected cost range	25 - 50 million



IPP endorsement (bold): **1** Stage 1 **2** Stage 2 **3** Stage 3 **✓** Funded

● Project duration ● Business case ● Procurement ● Construction

Initiative name	Organisation	Status	Value	2023	2027	2031	2035	2039
Stormwater network renewals	Upper Hutt City Council	Under construction	\$\$\$					
Property renewals programme	Upper Hutt City Council	Under construction	\$\$\$					
Manawatu Regional Freight Ring Road	Palmerston North City Council	In planning	1 \$\$\$					
Flood Control / Drainage scheme - Heretaunga Fl...	Hawke's Bay Regional Council	Early planning	\$\$\$					
Flood Control / Drainage scheme - Upper Tuktuki...	Hawke's Bay Regional Council	Early planning	\$\$\$					
Flood Control / Drainage scheme - Wartoa Flood ...	Hawke's Bay Regional Council	Early planning	\$\$\$					
Transportation Renewals	New Plymouth District Council	Under construction	\$\$\$					
Three Waters Renewals	New Plymouth District Council	Under construction	\$\$\$					
RoNS Mill R...	ah	In planning	\$\$\$\$					
Auckland M...		In planning	\$\$\$\$					
Clifton Wast...		Early planning	\$\$\$					
Critical Netw...		Under construction	\$\$\$					
RoNS East V...	ah	Early planning	\$\$\$\$					
Low Cost Lo...		Under review	\$\$\$					
RoNS Hamil...	ah	Early planning	\$\$\$\$					
RoNS Peton...	ah	Early planning	\$\$\$\$					
RoRS Secon...	ah	In planning	\$\$\$					
Pratt & Whit...	rt...	Under construction	\$\$\$					
Tauhei Solar Farm	First Renewables and Harmony E...	Under construction	\$\$\$					
Te Mārua Water Treatment Plant Scheme Expansi...	Wellington Regional Council	Early planning	1 \$\$\$					
Pukete WWTP Upgrade	Hamilton City Council	In procurement	\$\$\$					
Water Network Improvement Sub-Programme	Hamilton City Council	Early planning	\$\$\$					
Pukekohe Upgrade Stage 3	Watercare Service Limited	Early planning	\$\$\$					
Hawkes Bay Regional Prison Redevelopment Pro...	Department of Corrections	Scoping and proble...	1 \$\$\$					
Auckland Various OIP	Vector Limited	Early planning	\$\$\$					
Auckland RMU Replacement	Vector Limited	Early planning	\$\$\$					
Auckland Distribution Asset Replace	Vector Limited	Early planning	\$\$\$					
Northern Distribution Asset Replace	Vector Limited	Early planning	\$\$\$					

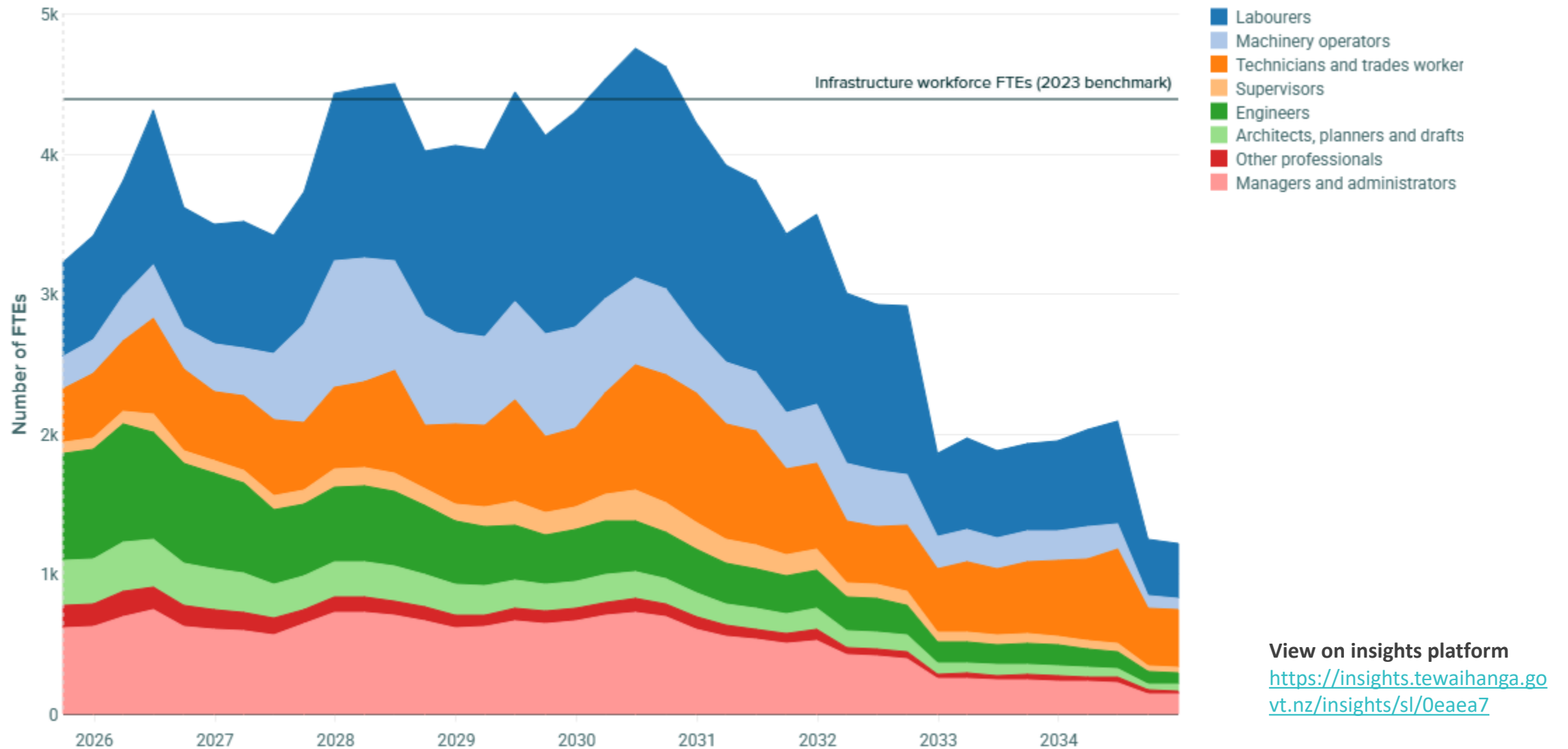
Initiatives backed by an endorsement through the Infrastructure Priorities Programme (IPP) are highlighted in the Pipeline.

[Explore the Pipeline](#)



Workforce demand – all occupation groups

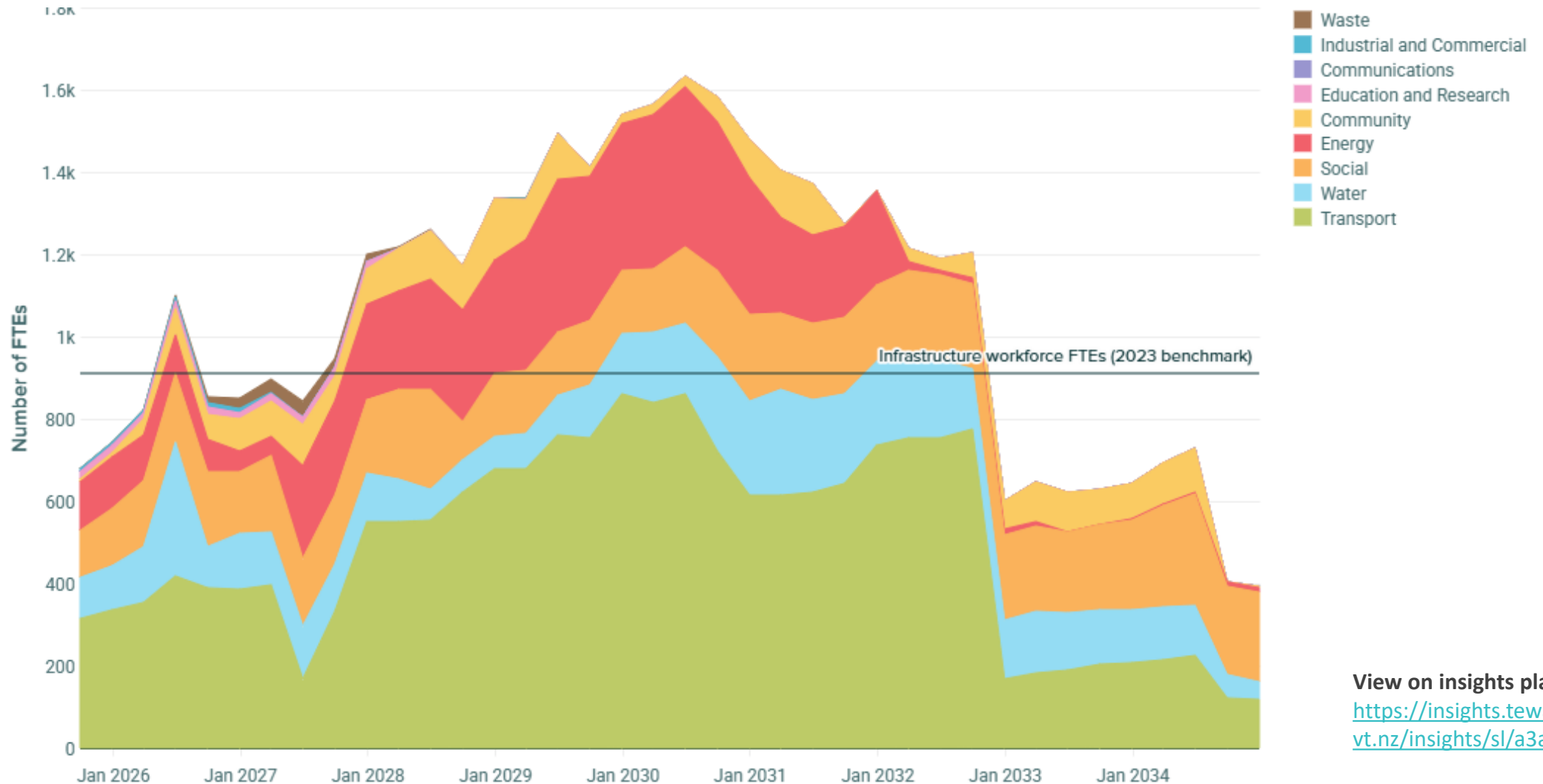
Manawatū-Whanganui initiatives (Example)





Demand for labourers occupation group

Manawatū-Whanganui initiatives – by infrastructure sector

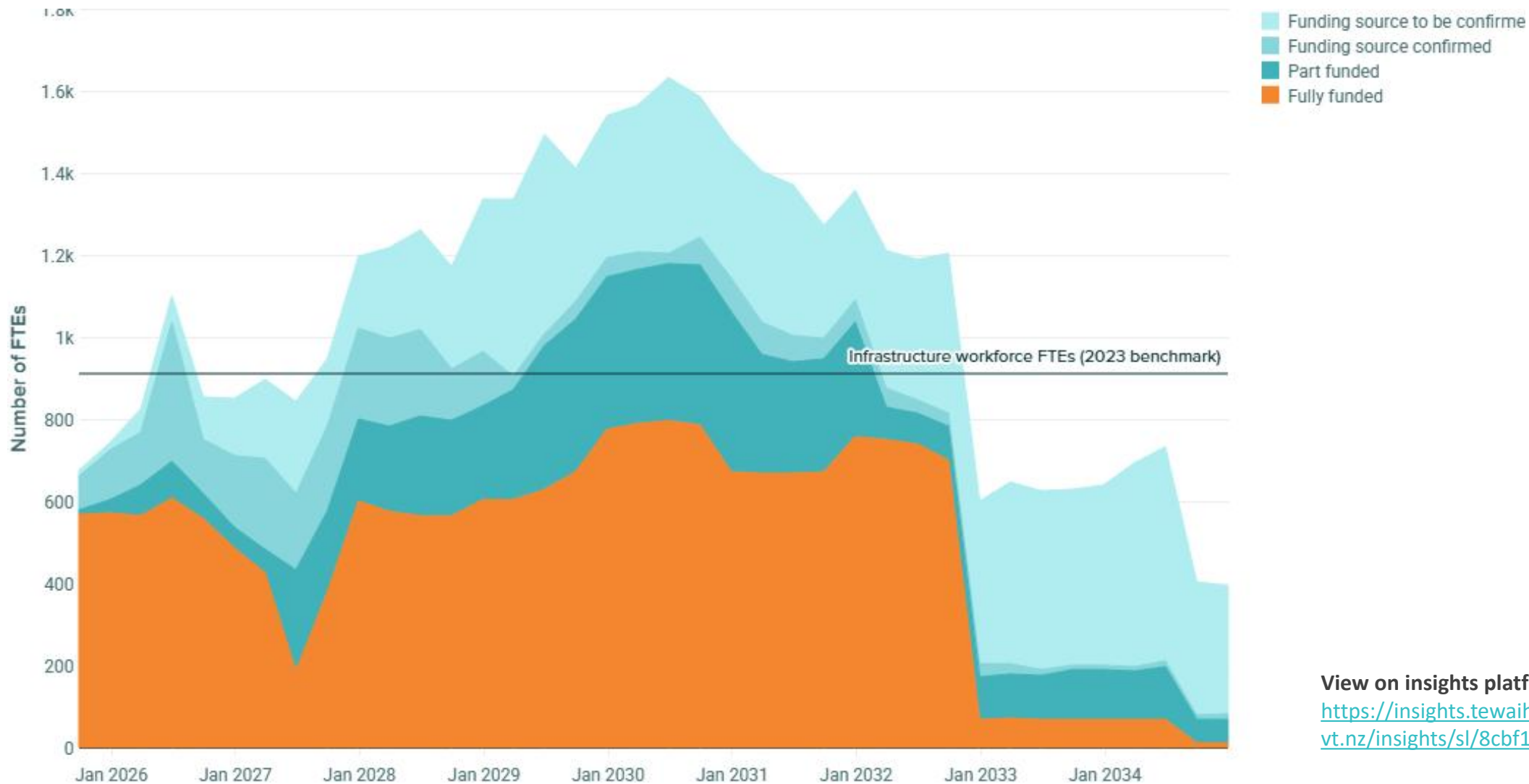


View on insights platform
<https://insights.tewaihanga.govt.nz/insights/sl/a3aa84>



Demand for labourers occupation group

Manawatū-Whanganui initiatives – by funding status

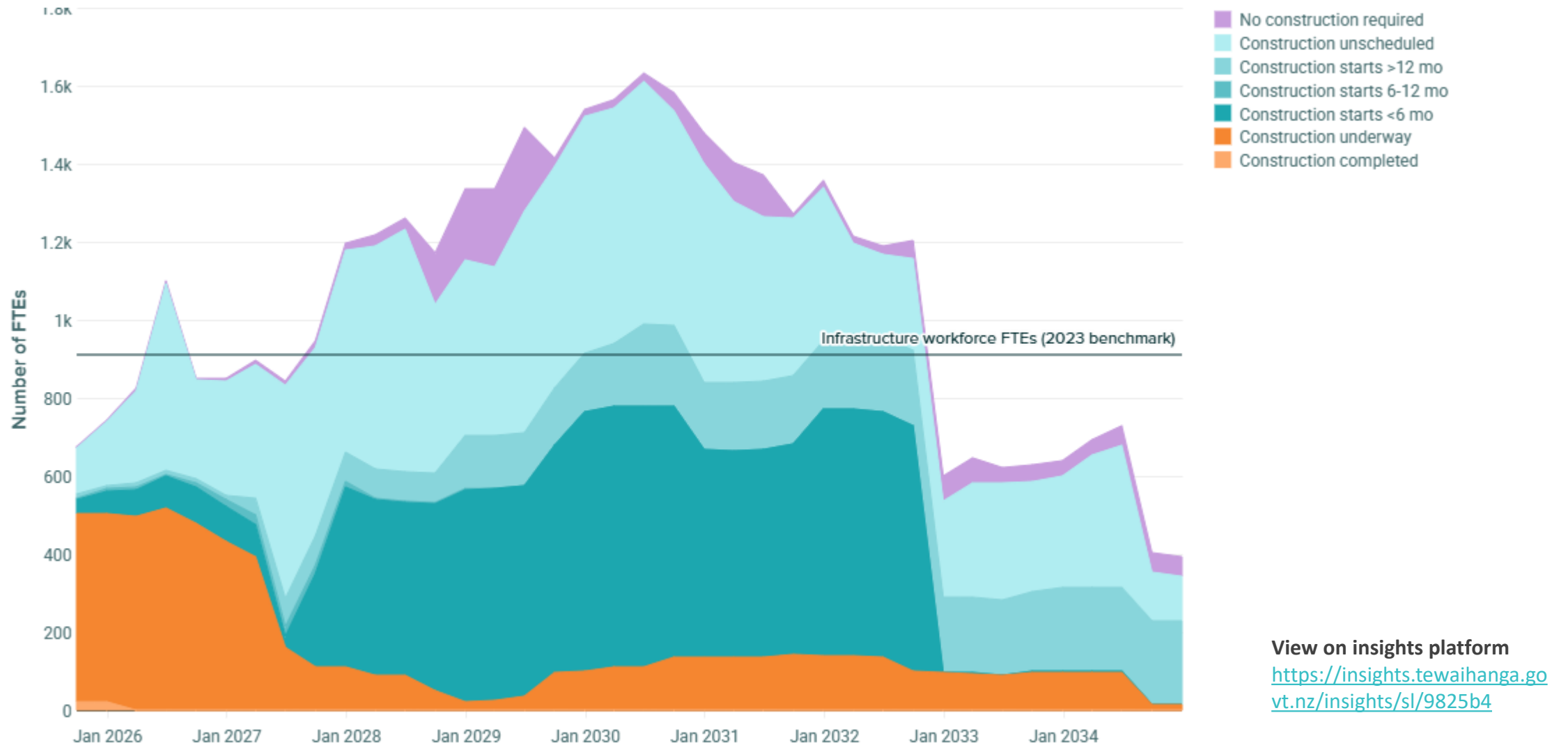


View on insights platform
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Demand for labourers occupation group

Manawatū-Whanganui initiatives – by construction status



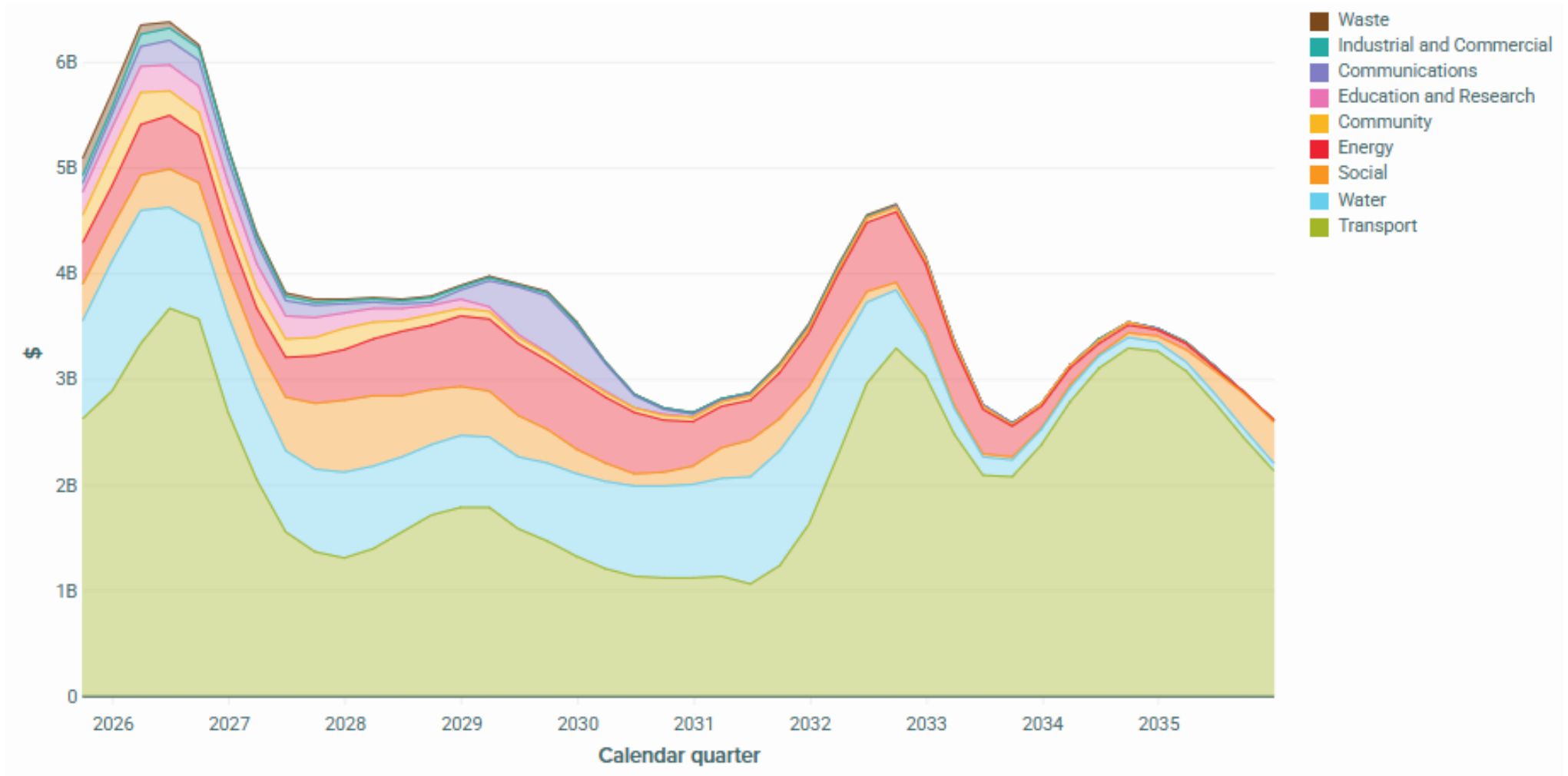
View on insights platform
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Spend by sector

Transport dominates infrastructure investment over the next ten years – all funding statuses

Projected quarterly spend by sector, October 2025 – December 2035

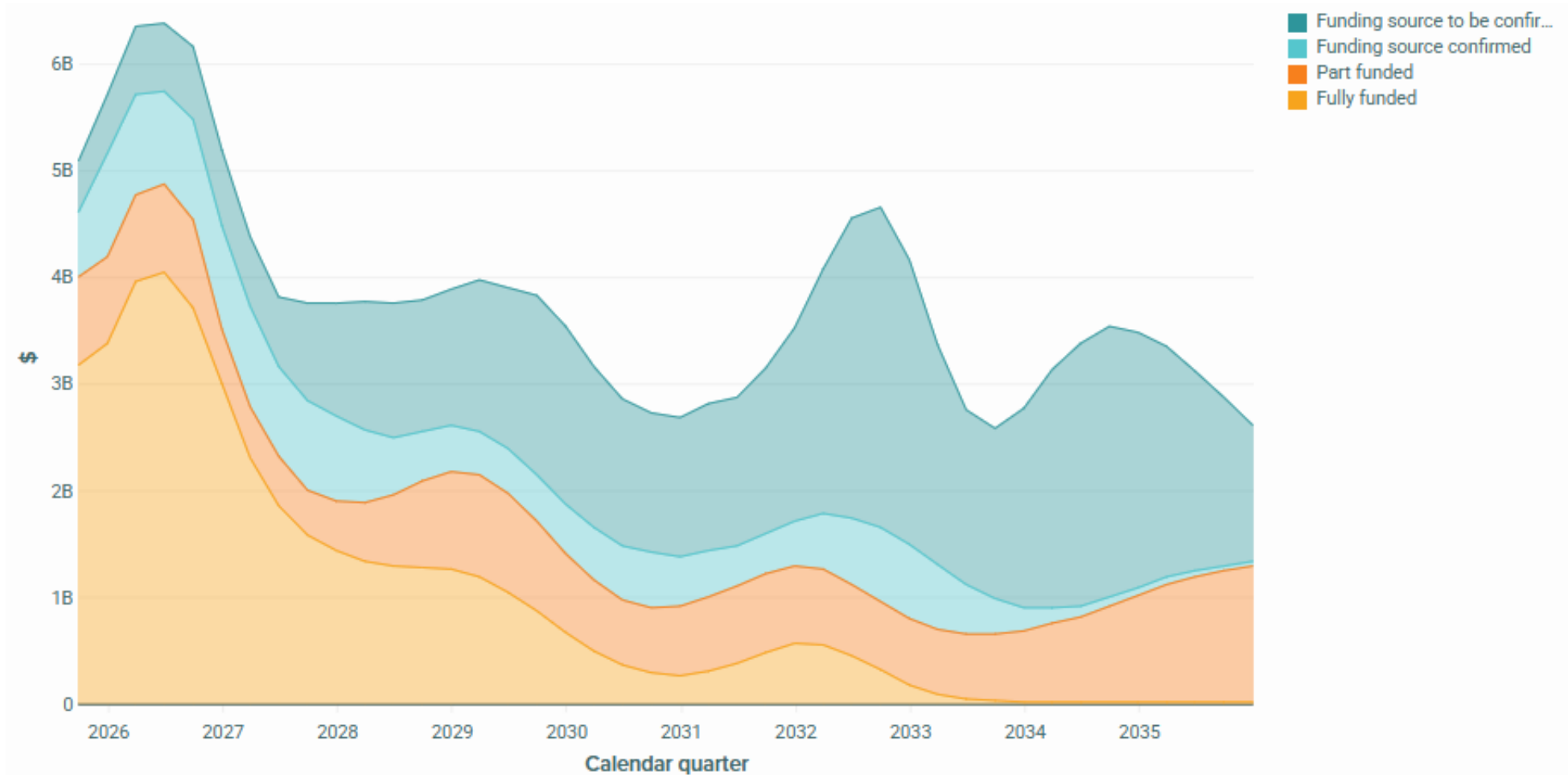




Spend by funding status

Approximately two thirds of projected spend is funded or has a confirmed funding source

Projected quarterly spend by funding status, October 2025 – December 2035

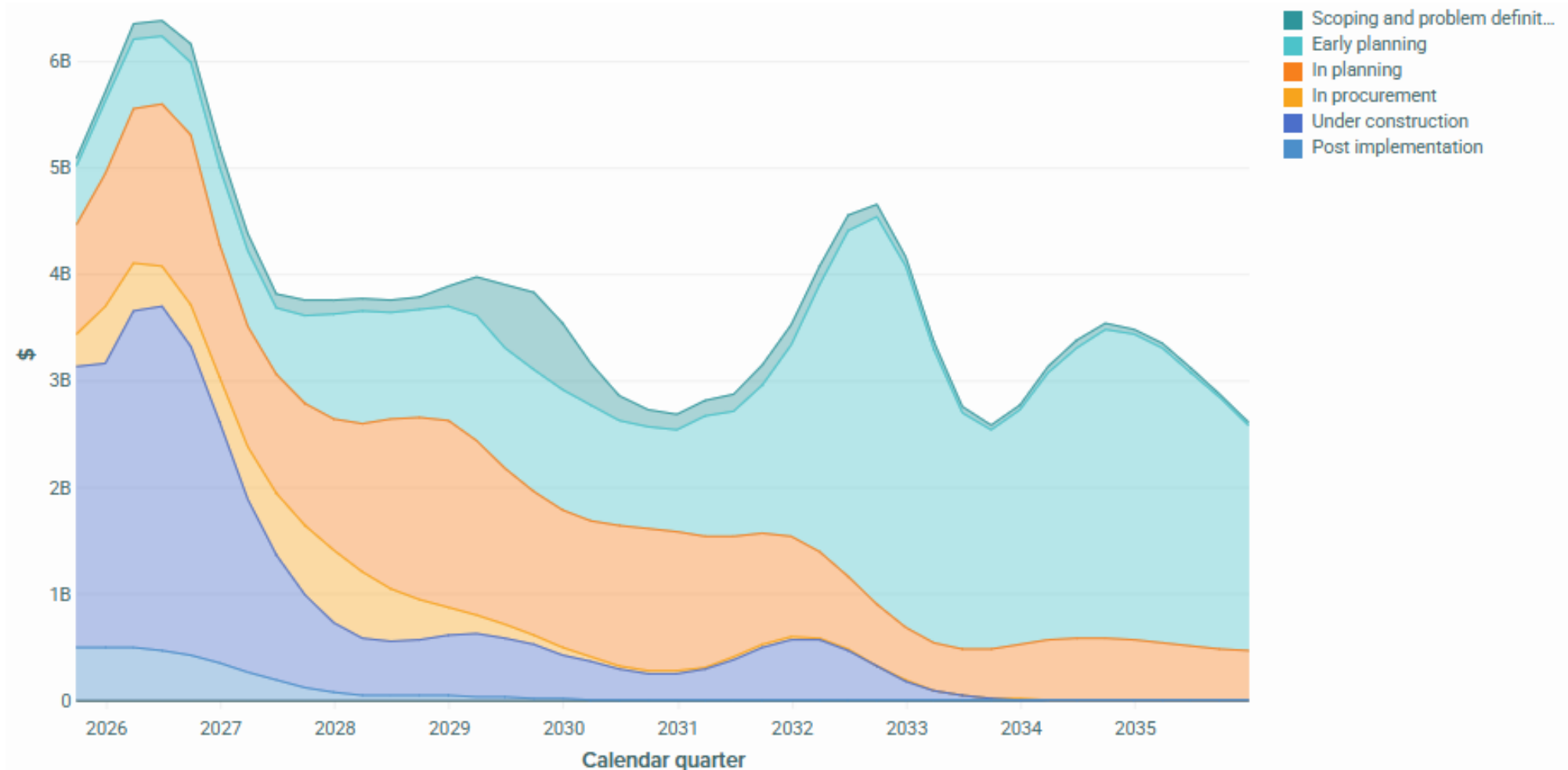




Spend by project status

Most unfunded spend comes from projects in early planning stages

Projected quarterly spend by project status, October 2025 – December 2035

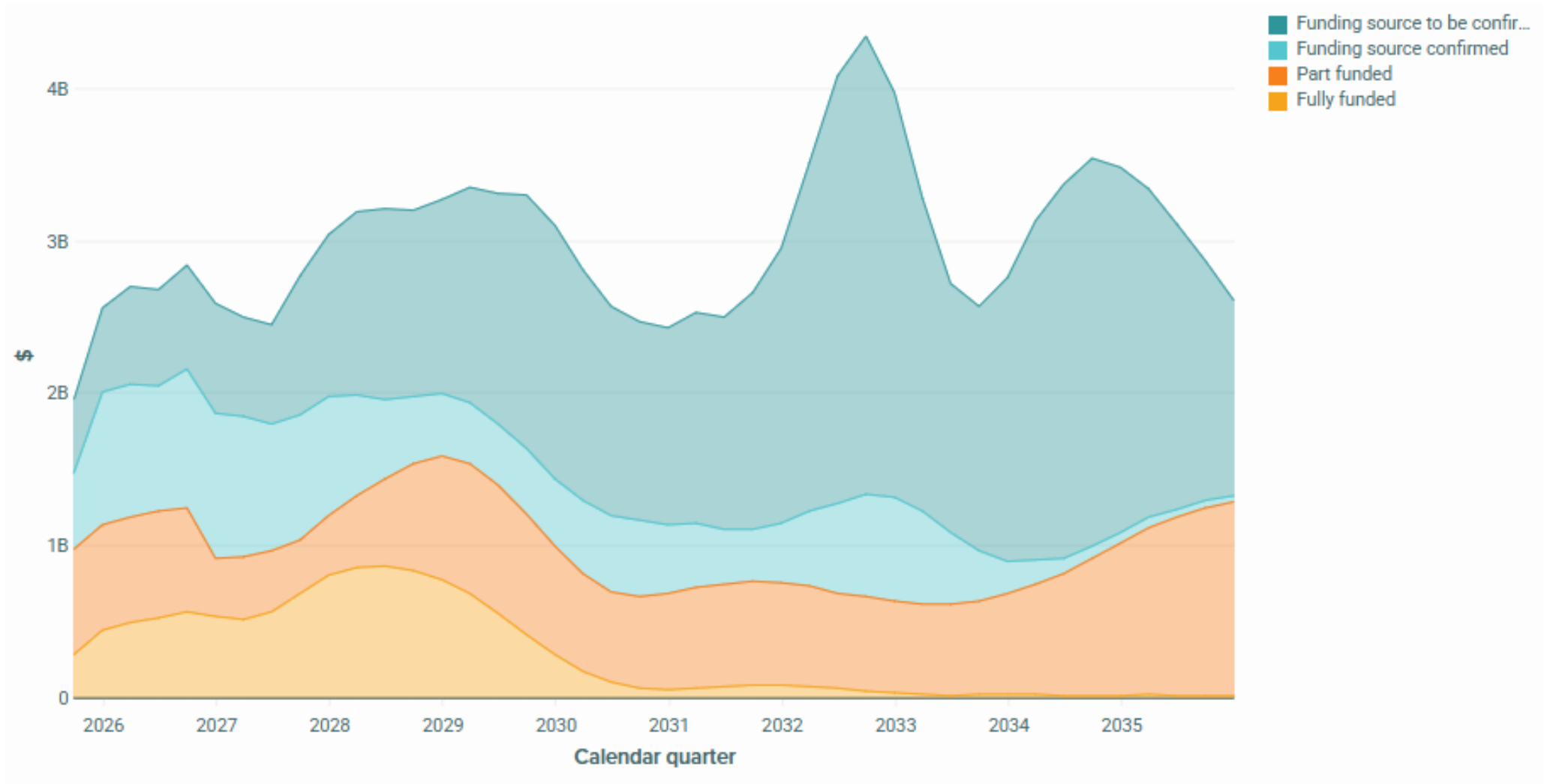




Future spend – what's coming?

Potential future spend (excluding initiatives in construction + post implementation)

Projected quarterly spend by funding status, October 2025 – December 2035

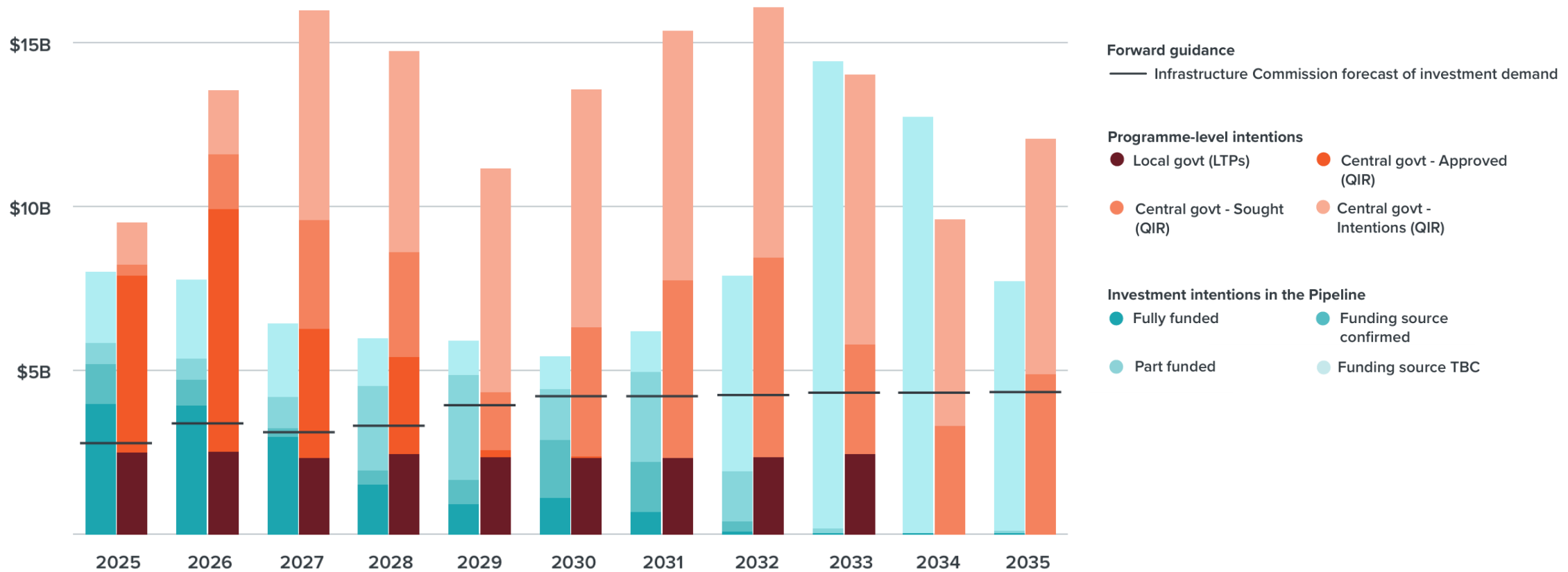




Future spend – example

Transport sector annual spend – current state of investment planning

Projected annual spend, 2025 – 2035 (March 2025 Pipeline data / June 2024 QIR investment intentions / December 2024 QIR)





Pipeline submissions



Targeted information improvements

1. Ensure investment intentions are represented including **maintenance activity**
2. Ensure accurate reporting of :
 - **Funding status**
 - **Procurement start dates**
 - **Construction start and end dates**
 - **GPS coordinates**
3. Integration across systems: **Treasury RPA identifiers / Fast track / Niff / NZGP / CID**

Upcoming template changes: The Pipeline template continues to evolve to remain fit for purpose. Substantial changes have been deferred until 2026 to minimise disruption.

Feedback on the template is welcomed with your submissions



GOING FOR GROWTH

Central Government agencies – Going for Growth reporting

1. Change in 2026 to leverage the Pipeline process to support Going for Growth reporting
2. The December Pipeline update central government should ensure activity is represented
3. More communications will follow

Crown Infrastructure Delivery



New fields: CID support

Field definitions

Crown Infrastructure Delivery Ltd (CID) partners with Crown organisations to provide a full suite of infrastructure project delivery services, including business case development, monitoring and contract management, thought to support in design and construction phases.

If you select "Express interest" in this field, the Commission will forward your interest in delivery support for this initiative on to CID.

When selecting "Express interest", please also ensure the contact details for the initiative's project director (see columns BZ-CA) have also been completed.

If this initiative is supported by Crown Infrastructure Delivery (CID), please provide CID's unique identifier relating to this initiative.

Crown Infrastructure Delivery (CID) support
Express interest
Express interest
Referral made
Supported - advice only
Supported - operational contribution

CID identifier
string eg ABC

Working with CID

**Delivering infrastructure projects for the
Crown and Local Government**

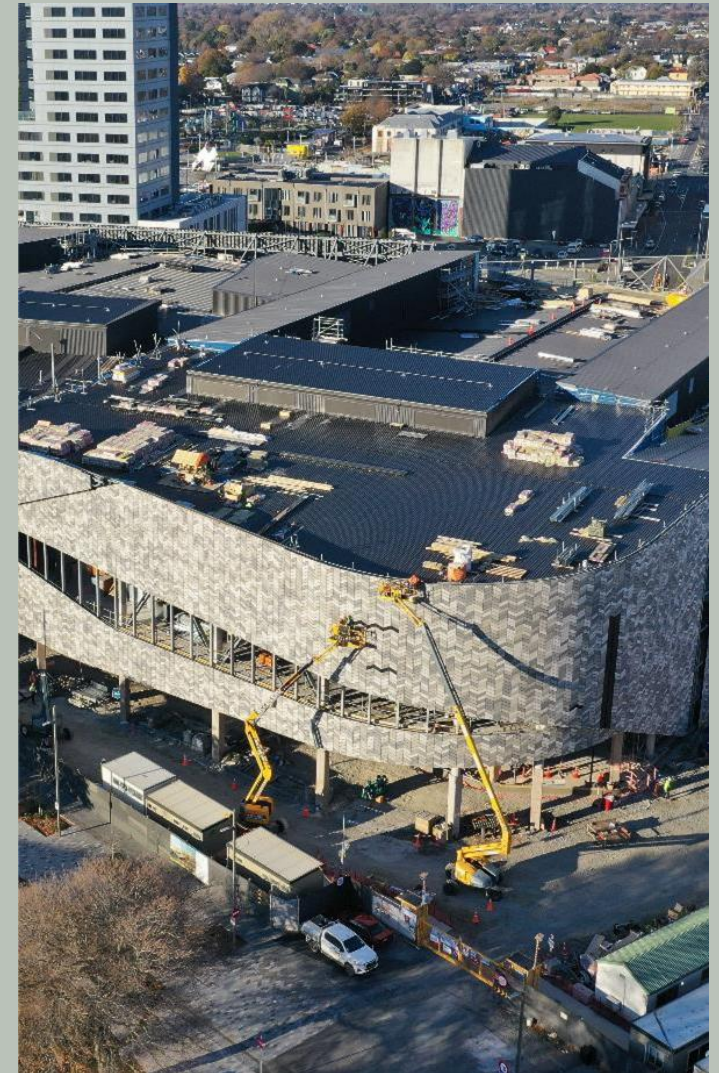
**Crown
Infrastructure
Delivery**

What is Crown Infrastructure Delivery?

Overview: A government-owned company specialising in the planning, delivery, and support of infrastructure projects and services across New Zealand.

Mission: To assist government agencies and councils in efficiently constructing and managing infrastructure assets.

Experience: Delivered \$1.2 billion in infrastructure



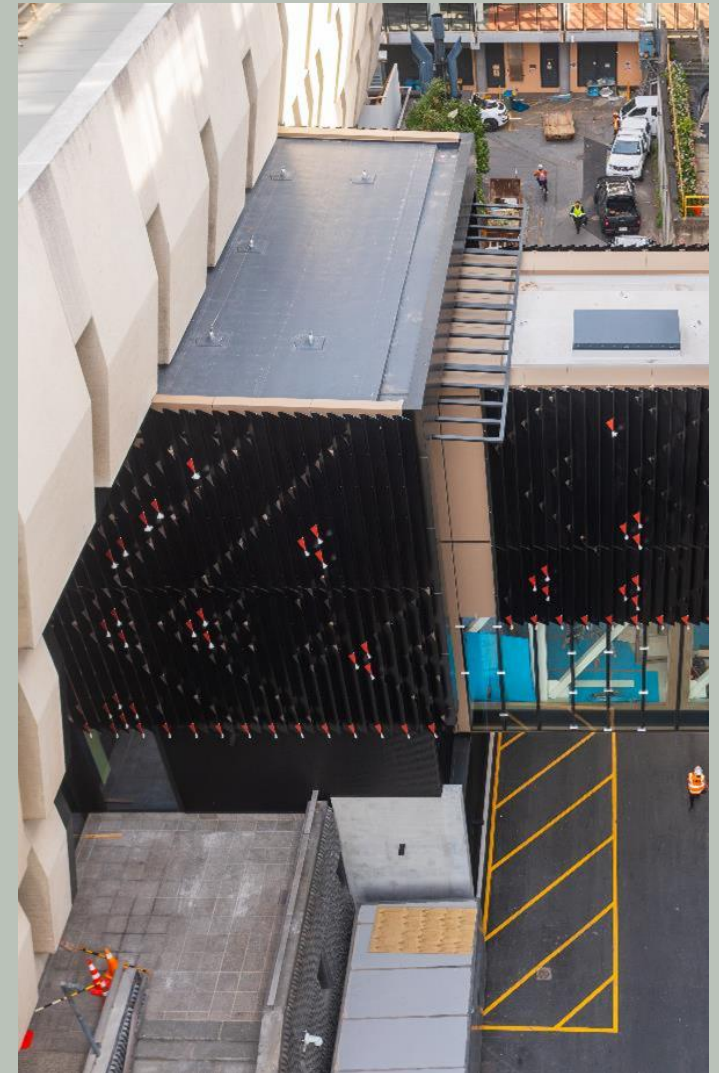
How We Work

- **Expertise:** Multidisciplinary team spanning project management, scheduling, risk identification and procurement.
- **Approach:** Partnering with agencies to deliver projects on time and within budget.
- **Governance and Management:** Joint governance with agencies; CID acts as principal on all contracts.
- **Process:** Strong systems to track progress, manage risk, and control costs.
- **Support:** End-to-end delivery—from planning to post-completion.
- **Cost:** Fee-for-service on a cost-recovery basis.



Our Core Services

- **Business Case Development:** Management and delivery of business cases.
- **Advisory:** Specialist technical services on infrastructure planning and delivery.
- **Procurement:** Ensuring suppliers are well-coordinated and risks are managed effectively.
- **Project Delivery:** End-to-end planning and execution of infrastructure projects.
- **Embedded Delivery Support:** CID's skilled professionals can work alongside your team to build capability and accelerate outcomes.
- **Project Support Office:** Assistance with risk management, quality assurance, reporting, and financial oversight.
- **Facilities and Asset Management** provides end-to-end asset and facilities management, including remediation and renewal of ageing



Our Work - Clients

A portfolio of >\$1.0bn capital value
Estimated \$500m additional work in the pipeline
A range of **satisfied clients**



Our Work – Crown Project Examples

MPI - Plant Health & Environment Capability (PHEC) Facility



Project Snapshot

Delivery of a new 10,500m² high-containment laboratory in Mt Albert to support NZ's biosecurity and export economy.

Services Provided

- Programme setup and delivery planning
- Procurement and contract management
- Site establishment and enabling works
- Stakeholder coordination and risk management

Ministry of Justice - Auckland District Court Upgrade



Project Snapshot

Managing the seismic upgrade and full building services replacement of a 14-storey courthouse within a live operational environment.

Services Provided

- Programme setup and delivery planning
- Procurement and contract management
- Risk and Cost Management

Our Work – Crown Project Examples

PHF Science – Science Centre



Project Snapshot

Delivery of a new national science facility in Porirua to support PHF (formally ESR) biosecurity, forensic and environmental science work.

Services Provided

- Programme set up and delivery planning
- Procurement and contract management
- Risk forecasting and financial oversight
- Stakeholder engagement and cultural integration

Ministry of Education - Short-Term Roll Growth Programme



Project Snapshot

Rapid delivery of 46 modular classrooms to meet urgent roll growth at 10 schools.

Services Provided

- Programme setup and delivery planning
- Site assessments and service coordination
- Procurement and contract management
- On-site works and stakeholder engagement

Our Work – Crown Project Examples

DOC - Sustainable Destinations Milford Sound



Project Snapshot

The Milford Project, focused on enhancing visitor experiences and protecting the natural environment in Piopiotahi / Milford Sound.

Services Provided

- Business case development and delivery planning
- Infrastructure feasibility and risk assessment
- Strategic input on delivery pathways

Oranga Tamariki - Embedded Project Management



Project Snapshot

Upgrade residences and group homes across New Zealand.

Services Provided

- Programme setup and delivery planning
- Procurement and contract management
- On-site coordination and stakeholder engagement
- Risk and cost management

2.9 million construction hours clocked

Over 4,000 workers contributed



Parakiore is an example of our partnership with Local Government



\$500 million capital value

Delivered in a highly challenging environment

Our Work - Christchurch Anchor Projects

As the earthquake regeneration agency CID (Ōtākaro) delivered a broad infrastructure programme and liaised closely with the city council and local iwi.

- Te Pae Christchurch Convention Centre
- Parakiore Recreation and Sport Centre
- Large public realm projects
- Central city housing
- Transport infrastructure



How we can fit into an Infrastructure Governance Structure

- CID augments your governance and oversight arrangements
- CID becomes your internal project team
- External service providers are driven to high performance standard

Key

Client Resources

Joint Resources

CID Resources

Governance and oversight augmented with CID expertise

Joint PGB including CID representation

Joint PSG including CID representation

Senior Responsible Owner (SRO)

Internal team comprising CID resources, directly accountable to the SRO

CID Project Director

CID Snr Project Manager

CID Project Manager

CID Project Manager

CID Project Coordinator

PSO support, including:

- Risk management
- Reporting
- Scheduling
- Project finance
- Project H&S
- Design management
- Procurement
- Business Case writing
- Workshop facilitation

External providers of critical services

Engineering Services

Design Services

Quantity Surveyor Services

Legal Services

Architectural Services

Main Works Contractor

External Project Management Services

Let's keep in touch

Let's talk: An early conversation is always helpful.

It's your project: You retain ownership of your projects. CID delivers for you as the client.

Flexible: We're here to help, and stay involved for as long as we're needed.

CONTACT:

CID Public Sector Engagement Manager

Collette Devlin Perrott

Email: collette.devlinperrott@cid.govt.nz Phone: 027 243 4732

www.crowninfrastructuredelivery.govt.nz





National Emergency Management Agency

Te Rākau Whakamarumarū



Emergency Management and Recovery

NEMA Recovery and the Link to Infrastructure

Malcolm Millar
National Recovery Manager
Manager, Hazard Risk Management
NEMA



**National Emergency
Management Agency**
Te Rākau Whakamarumarū



Sustained prosperity rests on two platforms – *productivity growth and resilience*

Since 1300, improved long-run economic performance has occurred primarily through a decline in the rate and frequency of *shrinking*, rather than through an increase in the rate of *growing*.

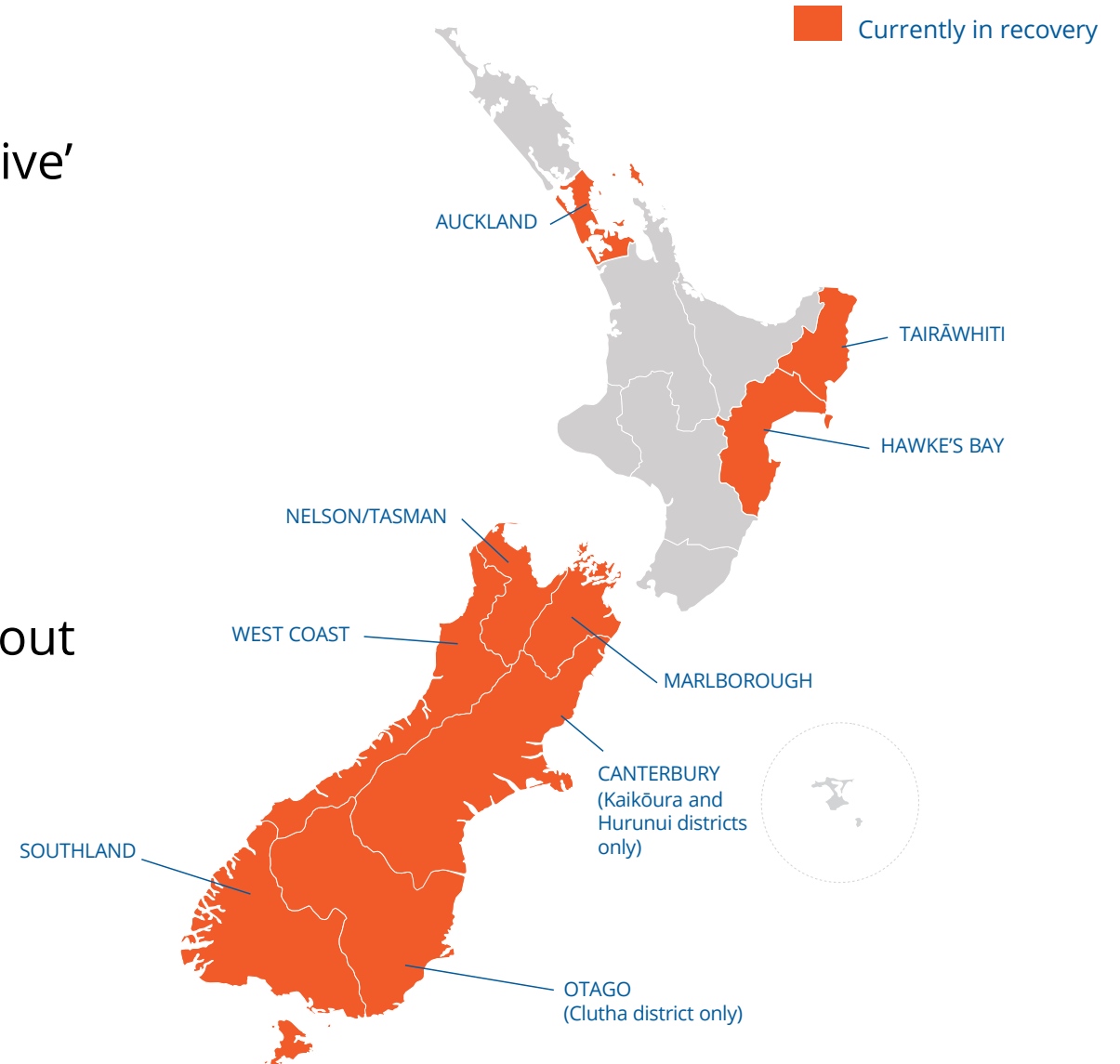
Source: Broadberry, Stephen and Wallis, John Joseph (2017), 'Growing, Shrinking, and Long Run Economic Performance: Historical Perspectives on Economic Development', *NBER Working Paper*, No. 23343.

Status of Recovery in New Zealand

Just over half of the country is currently in 'active' recovery.

Recovery has traditionally not been well-resourced, with a strong reliance on bespoke operating models following major events.

NEMA is equipped to handle minor level recoveries, but not anything beyond that without relying on the wider Emergency Management System.



NEMA Recovery's Role

Like Te Waihanga, our role is to facilitate and coordinate information and outcomes, acting as a lynchpin between central and regional and local government.



Our mission is to plan for and operationalise rapid and effective recovery support to communities.

We need a robust evidence base to achieve this strategic outcome.

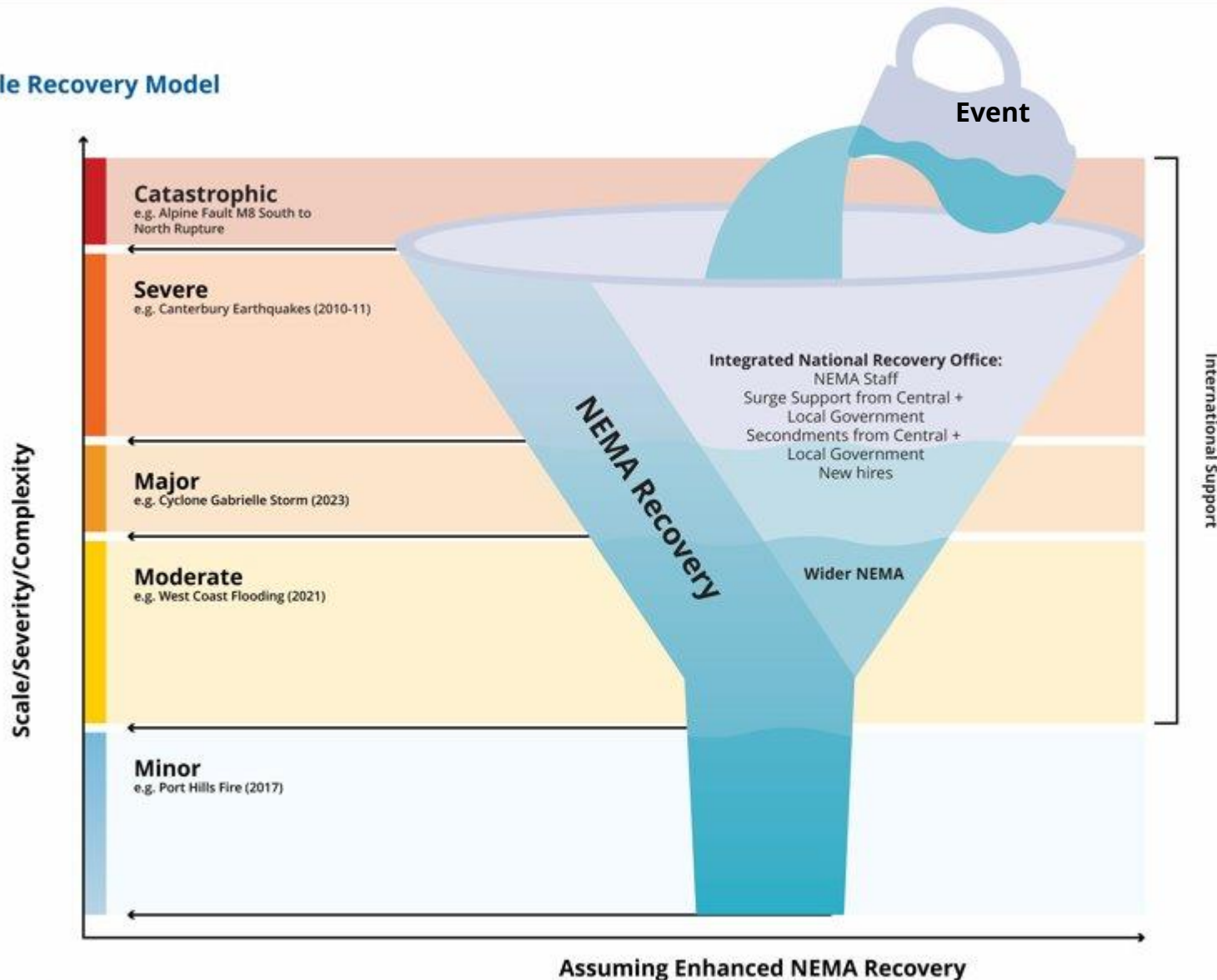
In larger scale recoveries, this will help us:

- prioritise, sequence and efficiently allocate resources,
- invest in capacity and capability (surge support/workforce), and
- define and plan for procurement pathways between industry and government.

Scaling of event

IN CONFIDENCE

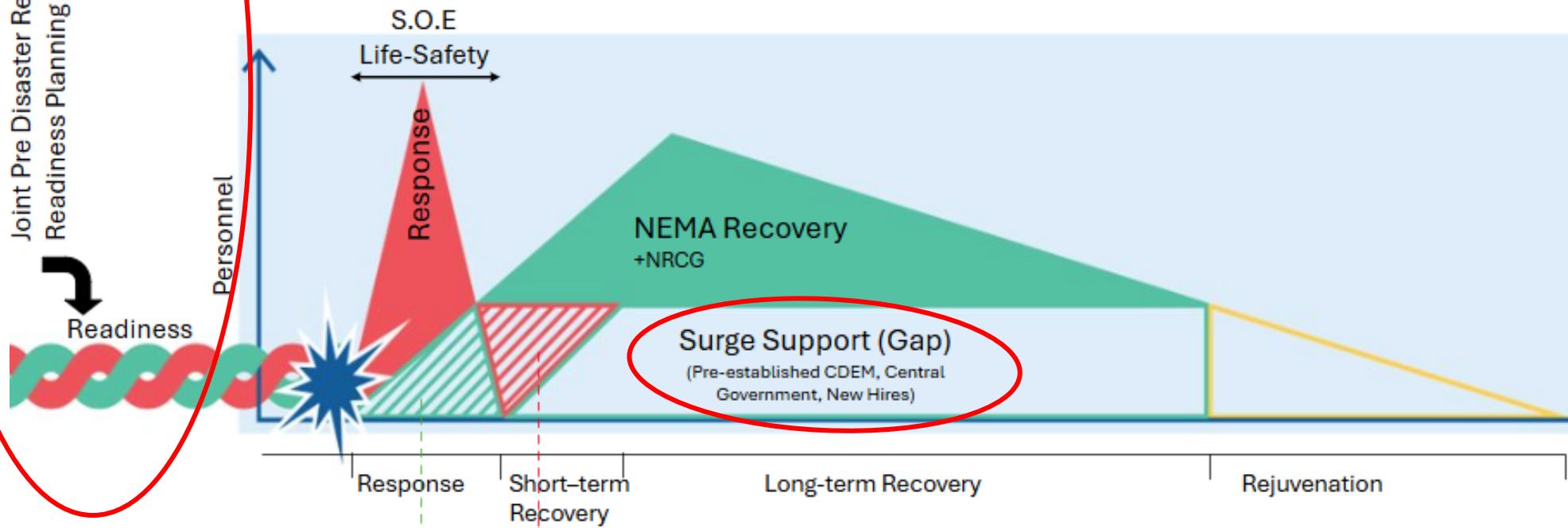
Scalable Recovery Model



Emergency Management End-to-End Operating Model (Recovery from a Large Scale Event)



Joint Pre Disaster Response, Recovery, and Readiness Planning / Training / Exercising



Recovery in Response

- Intel
- COP
- Planning

Response Personnel in Recovery

- CIMS+ for Recovery

Key

- ICNZ:** Insurance Council
- NRCG:** National Recovery Coordination Group
- NHC:** Natural Hazards Commission
- COP:** Common Operating Picture
- SOE:** State of Emergency

*Assumes EMSIP Funding



Pre-Disaster Recovery Planning

The Big Ideas are to:

- increase the sharing of intelligence and undertake joint planning ahead of any event, to ensure we understand the potential levels and criticality of infrastructure damage
- think about how we can use the pipeline and other 'peacetime' processes to support and prioritise recovery and reconstruction (e.g. Cyclone Gabrielle, Pipeline coordination)
- work to understand the market capacity (including workforce) prior to an event to understand the scale and severity for recovery (e.g. requiring more than 100% increase in needs vs 10% increase are very different recoveries to manage), and
- understand the opportunities to reprioritise existing infrastructure activities according to recovery needs.



Contact details:

recovery@nema.govt.nz

[National Emergency Management Agency](#)



Recap actions and opportunities

1. Pipeline snapshot published next week
2. December quarter Pipeline open and are due **5 Dec 2025**
 - a. Focus on:
 - Improved completeness
 - Improved quality
 - b. Option to include an expression of interest in receiving support for initiatives from NIFF, CID, and NZGP:
 - Include **Project director** details
 - c. Central government agencies - Going for Growth
3. Provide feedback on the Pipeline template through your submissions

Contact us for advice and support – especially for your first submission pipeline@tewaihang.govt.nz



**National
Infrastructure
Pipeline**

Questions

