

Infrastructure weekly update

For the week starting 17 February 2025



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
29 January Infrastructure officials meeting	Provide an overview and outline of our planned Asset Management work programme	Andy Hagan	20 Feb	Pending

2. Key issues and updates

2.1. National Infrastructure Plan (NIP)

National Infrastructure Pipeline (Pipeline) – Coverage of NZTA initiatives

A complete and up-to-date Pipeline:

- Provides a strong evidence base for the Commission to advise you on matters relating to strategic planning, investment decision making, and delivery performance.
- Informs coordination and sequencing decisions by infrastructure providers within and across our regions, infrastructure sectors, and constrained construction markets.
- Provides the construction market with transparency on the forward work programme including measures of certainty, for example consenting status, funding status, and expected procurement dates.
- Informs government decision making on policies impacting supply of labour including employment, education and training, and immigration.

Our Pipeline requests target the infrastructure provider responsible for delivery of the infrastructure service. For the NZ Transport Agency Waka Kotahi, this mostly means investments in the state highway network. Where Waka Kotahi is investing in local roads as part of the National Land Transport Programme (NLTP), and not responsible for delivery, we expect those projects and full costs (costs inclusive of, and in addition to, those covered by Waka Kotahi funding) to be submitted instead by the respective local council.

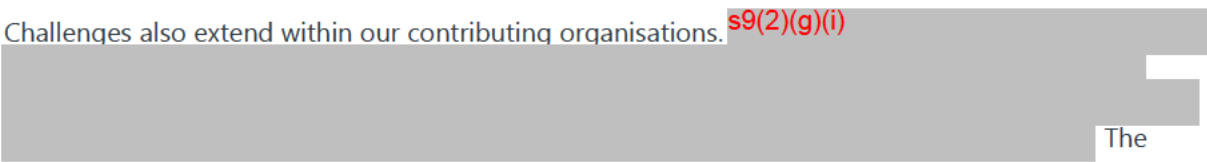
Please note that the information in the below paragraph was subsequently updated

In December 2024 Waka Kotahi’s submission expanded the level of cost information about projects that are earlier in planning and currently unfunded. This information is important for the development of the National Infrastructure Plan (NIP) and illustrates good progress. In total, Waka Kotahi submitted information on 222 projects that were active or in planning valued at \$88.2 bn. Spend modelling for Waka Kotahi Pipeline projects indicates an annual transport spend of between \$4.3 bn to \$4.5 bn (1% of GDP) out to 2027, at which point the projections start to increase dramatically due to the impact of large transport projects including the Waitematā Harbour Connections project. Further information will be provided in the Pipeline snapshot for the December Quarter, expected to be published next week.

Despite this improvement, there are still gaps in coverage of project activity on the state highway network, particularly for low cost, low risk, and maintenance programmes. This information is important to inform our understanding (and monitoring) of asset management and the funding and resource requirements of this activity type. In time, our aim is to expand the information gathered to include actual projects costs after project completion. It is expected that this will be challenging given the sensitivity of these numbers.

Aggregating standardised information of project activity from across the infrastructure system (as required through our Pipeline programme) is a challenging task. This task is more challenging without clear mandates to require information collection and disclosure, coupled with a set of consequences for non-compliance by infrastructure providers.

Challenges also extend within our contributing organisations. s9(2)(g)(i)

 The internal challenges of securing investment in underlying system capability are often cited as a barrier to efficient provision of quality information.

Peter Nunns, General Manager, Strategy

2.2. Meeting with the Green Party MPs on 10 February 2025

Geoff Cooper, Chief Executive, and Jane Simmonds, Programme Manager, NIP, met with Green Party MPs on 10 February 2025. This is the second meeting with the Green Party, following on from your letter of 28 August 2024 to political parties on moving towards greater bipartisanship in New Zealand's infrastructure system.

The MPs were initially interested in understanding how the Commission was established, our roles and how these have developed and changed, and the involvement we have had in providing infrastructure advice on resource management and water reform.

We provided a briefing on the approach to developing the NIP, including the development of the Infrastructure Needs Analysis and the Infrastructure Priorities Programme. The Green MPs were interested in the following issues specifically related to the development of the Plan:

- the ways that policy initiatives and approaches could reduce the need for infrastructure;
- how a big new revenue stream may impact on infrastructure investment;
- good planning and reporting through project stages, from problem identification through to benefits realisation; development of good asset data and asset management practices for central government.

Geoff Cooper, Chief Executive

2.3. Building Leadership Capability

Further to our item on the Infrastructure Leaders Network in the Infrastructure weekly update for 23 December 2024 [TW-2024-524, item 2.2 refers], we are providing further information about the Wellington Infrastructure Leaders Network Meet-Up, which is scheduled for 26 June 2025, 12-5pm after the Infrastructure Commission's Symposium. Building on the success of your Q&A sessions at last year's Wellington and Auckland events, we invite you to lead a 30-45 minute conversation with the infrastructure leaders. Similar to last year, the session is informal and will have approximately 50 leaders from across the public sector. The location is likely to be Rutherford House. If you are available, we will coordinate with your office to schedule a suitable time.

We also invite you to speak at a short course being designed to enhance the public sector capability (political nous) of infrastructure Project Directors. The course will equip leaders with the skills to better navigate government policy, political expectations, and public interest while delivering complex projects. We invite you to be involved through a 45-minute conversation with the leaders. Hearing directly from you—in your office—would provide invaluable insight into the pressures and challenges Ministers face. Participants will include senior project leaders from across the infrastructure sector, including transport, housing, and health. If you are open to this, we will coordinate with your office to schedule a suitable date in late May or early June.

Andy Hagan, General Manager, Infrastructure Delivery

2.4. Contracts update

Further to our item on NZS 3916 and 3917 conditions of contract in the Infrastructure weekly update for 23 December 2024 [TW-2024-524, item 2.3 refers], you have expressed an interest in understanding whether contract standard form updates would address industry concerns around contracting practices.

The revisions to NZS 3910 are expected to go some way towards improving contracts for participants involved in constructing our infrastructure. However, we understand there are some ongoing concerns around contracting practice including the continued excessive use of special conditions and unfair terms and processes.

The scope for the revisions to NZS 3910 was developed through workshops in 2020 with input from all parts of the sector and intended to provide improvements in the contract's clarity, fairness, collaboration, and transparent risk transfer. A key objective was to remove the perceived conflict of interest inherent in the Engineer's role (the Engineer acts as independent decision maker for the contract but is often seen as conflicted as they are appointed by the Principal) and lessen the need to add Special Conditions of Contract thereby improving consistency, familiarity and efficiency in construction contracting.

NZS 3916 (design and construct) and NZS 3917 (fixed term) are currently being updated to adopt similar changes and there is an intention to update NZS 3915 (no person is Engineer to the contract) once the current process is concluded. These contracts are all based on the same fundamental structure and clauses as NZS 3910.

The supply chain has observed progress being made towards better and fairer contracts and then more recently this being eroded again. The decline in work and significant reversal in supply and demand in the sector over the last two years has moved the balance of power significantly back towards the client. As a result, some client expectations and behaviours have reverted to what many on the supply side feel are unfair. Revisions to standard contract clauses help but can do little about client behaviours or appetite to amend clauses in their favour.

The consulting services sector commonly use a different standard contract form. This form is known as Conditions of Contract for Consulting Services (CCCS) and the Construction Sector Accord initiated the development of a standard set of special conditions for CCCS to be used by Crown clients. These standard special conditions have recently been published on the NZ Government Procurement website. There is limited commitment to, and evidence of these special conditions being used without significant further amendments.

Infracom have developed two papers that investigate the current market views on models of contract and broader opportunities to the adopt fairer contracts that are more collaborative and productive models of engaging with the supply chain. These papers – 'Towards Better Contracts' and 'Better Value, Better Outcomes' will be shared with you in the coming weeks (Appendix A below refers).

Following on from these reports, and in light of ongoing concerns regarding contracting practice, we will consider whether further could be done to improve practices, potentially through guidance. Care will be needed to strike the right balance between setting expectations around behaviours whilst retaining the ability for project specific circumstances to be incorporated into contracts.

Andy Hagan, General Manager, Infrastructure Delivery

2.5. Expert Advisory Group for Resource Management Reform

We have now seen the draft report from the Expert Advisory Group and agree it provides a sound blueprint for Resource Management reform with potential to improve infrastructure provision. We consider the report is consistent with many areas of our advice, such as the need to look comprehensively at legislation, national direction, planning standards and zones, and strengthen institutions. We will continue to work closely with the Ministry for the Environment and provide you with separate advice, as necessary, on infrastructure aspects.

Effective reform will require ambition and realism, and the transition will take several years. Infrastructure providers we have spoken to are invested in implementing national direction changes as soon as possible. We recommend progressing interim national direction on infrastructure and energy (including standards work) in some form this year, to improve consenting and planning decisions and enable progress during the transition. We will work with the Ministry for the Environment on a pragmatic approach to this, alongside the wider reform programme.

Barbara Tebbs, General Manager, Policy

2.6. Adaptation Framework to be discussed at the next Climate Priorities Ministerial Group meeting on 17 February 2025

During the next Climate Priorities Ministerial Group (CPMG) meeting on 17 February 2025, Ministers will discuss next steps for the Adaptation Framework. The Adaptation Framework seeks to improve access to natural hazard data, s9(2)(f)(iv)

The meeting objectives for CPMG Ministers are to:

- Discuss and agree a strategic direction for the Adaptation Framework, s9(2)(f)(iv)
- Agree on the scope and ambition for this term of Government and sequencing of decisions.

We have previously noted the touchpoints between the Adaptation Framework and your portfolios [TW-2024-523 refers]. These touchpoints include:

- NPS-Natural Hazards – s9(2)(f)(iv)
- Housing portfolio – s9(2)(f)(iv)
- Transport portfolio – s9(2)(f)(iv)

We can provide additional briefing should you request it.

Barbara Tebbs, General Manager, Policy

2.7. 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)
Building and Construction Sector Event	18 February	John Hemi, Director Construction Productivity, will be the guest speaker at 'Industry Pace' that is a networking event hosted by Carter Holt Harvey and J. A. Russell for a cross-section of industry stakeholders. There will be about 150 people at the event, which will be at the Ellerslie Event Centre in Auckland.
NZDF – Lead Integrated Capability	18 February	Nicola Richardson, Director Leadership, is a guest speaker on promoting organisational excellence for the senior NZDF leadership programme.
Webinar: National Infrastructure Pipeline	19 February	This webinar will provide an overview of the National Infrastructure Pipeline and is aimed at first-time contributors.
2025 IMF Article IV Consultation – New Zealand (virtual meeting)	20 February	Graham Campbell from the Economics team will be meeting with the IMF team to discuss relevant infrastructure issues as part of the IMF's annual Article IV Consultation. The Consultation is an annual report examining the performance of the New Zealand economic and fiscal environment.

Event	Event date	Description (attending/presenting/purpose)
Webinar: Preparing infrastructure providers for natural hazard events: What role for insurance	21 February	Nadine Dodge, Principal Economist and IPP Team Leader, will discuss our recently published research.
Infrastructure Leaders Network (ILN) Auckland Meet-Up	6 March	The agenda is finalised and will continue to focus on fostering innovation, leadership, and collaboration across the infrastructure sector.
Construction Clients' Group seminar	12 March	Peter Nunns, GM – Strategy, will be presenting an update on the development of the draft National Infrastructure Plan.
Infrastructure Resilience Conference (Infrastructure NZ)	18 March	Peter Nunns, GM – Strategy, has been asked to speak at a conference session on 'resilience in interconnected infrastructure networks'.
Infrastructure Leaders Network (ILN): online masterclass	25 March	Graeme Newton, Chief Executive, Cross River Rail (Brisbane) will speak about Driving Innovation to Project Directors.
Asset Management Community of Practice	27 March	We are partnering with Āpōpō to host a Community of Practice for Public Service Asset Managers.
Presentation to Transport Accident Investigation Commission	29 April	Geoff Cooper, Chief Executive, has been asked to present to the Commissioners and Executive Leadership Team of the Transport Accident Investigation Commission.
Annual Āpōpō Congress	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	9-11 June	Peter Nunns, GM – Strategy, has been asked to speak at the 22nd NZTA Pavements Conference in Christchurch. This year's theme is 'the Next Generation – Pavements and People'.
WasteMINZ Conference	10-12 June	Peter Nunns, GM – Strategy, has been asked to speak at the WasteMINZ annual conference in Christchurch.
Infrastructure Commission Symposium	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) Wellington Meet-Up	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.

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 inclusive and will continue to be updated.

Event	Event date	Organiser and event description
National Freshwater Conference	4-5 March	Annual conference for the freshwater sector.
Insurance Council of New Zealand Conference	4 March	Theme is 'Getting Resilience Right'.
Infrastructure Resilience Conference	18 March	Infrastructure New Zealand's Infrastructure Resilience Conference.
Downstream Conference	20-21 March	The energy sector's annual conference.
New Zealand Planning Institute Conference	26-28 March	Annual conference.
Creating Great Communities Forum	28-29 March	Event held by Taituarā, a membership organisation for professionals working in local government.
Stormwater Conference	13-15 May	Annual conference organised by Water NZ.
QuarryNZ Conference	9-11 July	The future is now: Empowering the next generation of quarry professionals.
SuperLocal Conference	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	6-7 August	A vision for New Zealand hosted by Infrastructure New Zealand.
IPWEA International Public Works Conference	25-28 August	International conference (Sydney).
NZ Wind Energy Association Summit	26-28 August	Annual conference.
Taituarā Conference 2025	3-5 September	Annual conference.
Electricity Engineer's Association	9-11 September	Annual conference
Constructive Forum	11-12 September	Annual conference for the construction industry.
NZ Airports Hui	6-8 October	Conference held by the NZ Airports Association.
IWA-Aspire Conference and Water New Zealand Conference & Expo 2025.	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	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 tracking number	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
Investment planning and asset management settings [TW-2025-533]	20 February	Overview and outline of our planned Investment and Asset Management work programme	tbc
Resource Management Reform	27 February	Provides advice on the Infrastructure Commission's view of the Expert Advisory Group's Blueprint for RM Reform, and implications for infrastructure	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
Briefings re reports and publications			
Delivery guidance on <i>Delivering better value and better outcomes: changing practices in infrastructure delivery</i>	20 February	This provides an overview of delivery guidance we intend to publish by the end of February (further detail is in Appendix A).	tbc
Delivery guidance on <i>Towards better contracts</i>	20 February	This provides an overview of delivery guidance we intend to publish by the end of February (further detail is in Appendix A).	tbc

Topic and tracking number	Date due to your office	What this advice covers	Deadline for Minister's feedback
Research report on <i>When does Growth Pay for Growth?</i>	6 March	This provides an overview of a research report we intend to publish in March (further detail is in Appendix A).	

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
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 2025	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-31 March 2025 will be due with the Minister/Monitor no later than 30 April.

Topic	Date due to your office	What this report covers	Timeline
3-year Business Plan	31 March 2025	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.

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
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
None			

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.

Date received from your office	Description of request	Status	Indicative date to publish
Your office requested Health NZ coordinate a joint release with input from the Ministry of Health, Treasury and Te Waihanga	Proactive release of advice about New Dunedin Hospital	TW's redacted docs sent to Health NZ on 23 October Feedback received from Min offices	tbc
n/a	Proactive release of <i>Challenges and opportunities in the transport system</i> [TW-2025-528]	We will be informing 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 will also provide a copy of the material proposed to be released to the Office.	Expected to be 21 February
n/a	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	Expected to be 21 February
n/a	Proactive release of weekly updates (October, November, December)	We will provide a copy of redacted material proposed to be released to the Office	Expected to be finalised in late February

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	19 February, 5:30-6:30pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	19 February, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court	Agenda tbc	Geoff Cooper
Meeting with Wellington Mayor Tory Whanau about the Underground Asset Register	26 February, 3-3:30pm	Minister, infrastructure officials, Wellington City Council officials, Infrastructure New Zealand, Chorus and Digital Built Aotearoa Foundation	Agenda tbc	Andy Hagan
Infrastructure officials meeting	26 February, 4-5pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Going for Housing Growth officials meeting	26 February, 6:15-7pm	Minister Bishop and officials	Agenda tbc	Peter Nunns
Infrastructure officials meeting	5 March, 12-1pm	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Meeting with MP Julie Anne Genter about Infrastructure	5 March, 5:30-6pm	Minister, MP Julie Anne Genter, TBC by your office whether infrastructure officials attend	Agenda tbc	Geoff Cooper
Infrastructure and Investment Ministers Group (IIMG)	12 March, 7-8pm	Hons Bishop (Chair), Willis, Brown, Jones and US Court		Geoff Cooper
Infrastructure officials meeting	20 March, 10:45-11:30am	Minister, infrastructure officials	Agenda tbc	Geoff Cooper
Monthly meeting between the Minister and US Court	26 March, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs

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	26 March, 5:15-6:15pm	Minister Bishop and US Court, officials tbc	Agenda tbc	Andy Hagan / Barbara Tebbs

[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
Pipeline snapshot (fourth quarter 2024)	Pipeline report	Postponed – this had been planned for the week of 17 Feb, but we have identified a need to reassess data. We will provide a revised date in next week’s report.	Analysis and high-level insights summarising the Pipeline update and change between quarters. We will be preparing a media release for your office on this snapshot.
Delivering better value and better outcomes: changing practices in infrastructure delivery	Delivery guidance	Week of 24 February	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	Delivery guidance	Week of 24 February	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.
When does Growth Pay for Growth?	Research report	Week of 10 March	This research report will share findings on whether infrastructure-enabled economic growth is sufficient to generate revenues to cover the costs of infrastructure construction.

Topic / Title	Type of report	Intended publication date	What this report or publication covers
Feedback on Testing our thinking	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.
Nation Building: 150 Years of Infrastructure Networks	Research report	April	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.

Appendix B: Key milestones for the National Infrastructure Plan

Date	Deliverable	Detail	Current Status
February to April 2025	Stakeholder and public engagement	Reporting on the outcomes of engagement on the discussion document. Targeted stakeholder engagement to continue to test our thinking, including Māori engagement. Public engagement to raise awareness and validate challenges and issues before consultation on the draft Plan.	Phase 2 of the engagement will start in February.
February/March 2025	Early findings and preliminary recommendations	Early findings and approach to recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
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	Further findings and developed recommendations	More detailed findings and recommendations will be discussed with the Infrastructure Commission Board and the Minister.	
Beginning of May 2025	Quality review	Quality review on the draft plan.	
May 2025	Draft plan for informal review	Draft of the plan provided to the Minister on a "no surprises" basis.	
Late 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.	
Early November	Quality review	Quality review on the final draft of the 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.	