

In Confidence

Office of the Minister for Infrastructure

Cabinet Business Committee

Release of the Draft National Infrastructure Plan

Proposal

- 1 The New Zealand Infrastructure Commission (the Commission) has developed the Draft National Infrastructure Plan (Draft Plan). This paper provides an overview of the Draft Plan which will be provided to me and released for public feedback on 25 June 2025.
- 2 As such, the Draft Plan is of interest to Cabinet.

Relation to government priorities

- 3 The National Infrastructure Plan underpins the 5th pillar of Going for Growth – Infrastructure for Growth. The development of a Plan is also one of my priorities for the Infrastructure Portfolio:
 - 3.1 Establishing National Infrastructure Funding and Financing Ltd,
 - 3.2 **Developing a 30-year National Infrastructure Plan,**
 - 3.3 Improving infrastructure funding and financing,
 - 3.4 Improving the consenting framework,
 - 3.5 Improving education and health infrastructure, and
 - 3.6 Strengthening asset management.
- 4 Well-planned infrastructure supports the efficient and sustainable movement of people, goods, and information. It facilitates trade and investment while improving living standards and is key to enabling and driving economic growth. It underpins our economy and standard of living.
- 5 Putting in place a National Infrastructure Plan will enable more and higher quality infrastructure, by reducing the roadblocks to its delivery, and supporting the delivery of our significant reforms in key infrastructure sectors including transport, energy, housing and public services.
- 6 A well-performing infrastructure system will enable the private sector to invest and build here, because they are confident in the pipeline and are enabled to get on with it by an efficient and fair consenting system. It will also allow the public to enjoy infrastructure that is safe, reliable, accessible, and good value for money.
- 7 Through the Draft Plan, the Commission presents its independent advice on how we can deliver more value from our investments. It takes a coordinated portfolio approach and encourages an ambitious focus on lifting the quality of investment and asset management planning in central government. For Cabinet, it gives us advice on long-term direction for our portfolios, our investments, and the systems that support efficient delivery.
- 8 Beginning the public feedback period on the Draft Plan on 25 June will deliver against Item 12 in the Government's Quarter 2 Action Plan.

Executive Summary

- 9 The New Zealand Infrastructure Commission (the Commission) has developed a Draft National Infrastructure Plan (Draft Plan) which will be provided to me and released publicly on 25 June 2025.
- 10 The Draft Plan focuses on ways to strengthen approaches to infrastructure investment that are likely to increase sustained political and social agreement. It will include five key areas of content:
 - 10.1 **Establishing sustainable investment:** The forecast level and mix (e.g. by sector) of investment that New Zealand is likely to need over the next 30 years. This will comprise the Commission’s advice to decision-makers on planning for future investment demands. This advice includes consideration of affordability constraints.
 - 10.2 **Setting up infrastructure for success:** Recommendations about how to enhance the operating environment for infrastructure – improving investment and delivery settings across the government, local government, and private sectors.
 - 10.3 **Driving excellence from the core:** Recommendations about how to lift central government’s capability to plan, fund, and deliver investment and asset management.
 - 10.4 **Raising the bar on choices:** The Draft Plan will include a list of all unfunded projects over \$100m which are currently in the National Infrastructure Pipeline. The Draft Plan will also include details of projects which have been submitted to the Commission and endorsed through round one of the Infrastructure Priorities Programme, including the Commission’s assessment of their readiness for investment. This information will be updated between the Draft and Final Plans, and then on an ongoing basis.
 - 10.5 **Embedding good practice:** Sector-level analysis to understand investment needs and challenges in different areas, summarising current issues, the investment outlook, and key opportunities.
- 11 Consistent with the Commission’s legislated role, the Draft Plan will be independent advice to Government. It will distinguish between the Commission’s role as an independent advisor, and others’ roles as decision-makers. It will provide information, findings, and recommendations that can be used to improve decision-making.
- 12 Following the public feedback period, the Draft Plan will be revised having regard to: Ministerial feedback, input from public engagement, and ongoing technical work. The Final National Infrastructure Plan (Final Plan) will be submitted to me before the end of December 2025 and will be followed by the Government Response by June 2026.

Background

- 13 In July 2024, Cabinet noted my proposed purpose and scope of the National Infrastructure Plan [CAB-24-MIN-0277 refers].
- 14 The Draft Plan is being delivered as a ‘Strategy Report’, as set out in Subpart 3 of the New Zealand Infrastructure Commission/Te Waihanganga Act 2019 (‘the Act’). The Act stipulates that a Strategy Report must:
 - 14.1 include a statement as to the ability of existing infrastructure to meet community expectations for the next 30 years; and

- 14.2 identify the priorities for infrastructure for the next 30 years.
- 15 The Act further stipulates the process by which the Commission must have regard to my comments on the Strategy Report, and that the Government’s response must be tabled to the House of Representatives no later than 180 days after the final report is provided to me.
- 16 The Commission is developing the Draft Plan for public feedback and Ministerial comment. It will be provided to me and released publicly on 25 June 2025, delivering on Item 12 in the Government’s Q2 Action Plan, ‘Begin public consultation on the 30-year National Infrastructure Plan’.
- 17 The Final Plan, incorporating Ministerial feedback and input from the public, will be delivered to me in mid-December 2025. The Government Response to the Plan will be due by mid-June 2026 at the latest. The form and nature of the response is not stipulated in the Act.
- 18 The Draft Plan provides the Commission’s independent analysis of, and advice on, New Zealand’s infrastructure needs for the next 30 years, advises on priorities for investment, considers the current state of the main infrastructure sectors, and presents findings and recommendations about policy and system settings that will improve the provision of infrastructure. The “Draft Plan on a Page” is included at **Appendix 1**.
- 19 Three inputs to the Draft Plan – the *30-year Infrastructure Needs Analysis*, the *National Infrastructure Pipeline* (a comprehensive national dataset of infrastructure project information) and the *Infrastructure Priorities Programme* (a menu of quality-assured infrastructure projects and interventions) – are ongoing “live” work programmes that are regularly updated and published online.
- 20 The National Infrastructure Pipeline and Infrastructure Priorities Programme provide detailed information about planned and potential investment across the infrastructure system that decision-makers can use to prioritise projects for funding. The Draft Plan itself does not rank these projects. Further detail on the National Infrastructure Pipeline and the Infrastructure Priorities Programme, and the type of project information that will be included in the Draft Plan is attached at Appendices 3 and 4. This content will be updated with latest available information for the Final Plan.
- 21 As this first version of the Plan is a draft, it will be used to socialise and test the Commission’s independent thinking, leaving room to refine the findings and recommendations and have regard to my comments as required by the Act.
- 22 Alongside the Draft Plan, the Commission will release several background technical reports that have informed its findings. including:
- 22.1 An analysis of New Zealand’s performance against the International Monetary Fund’s Public Investment Management Assessment (PIMA) framework;
- 22.2 The draft 30-year Infrastructure Needs Analysis and International Benchmarking study; and
- 22.3 A review of public and community expectations of, and relative priorities for infrastructure and its services.

Overview of the Draft National Infrastructure Plan

- 23 The Draft Plan will cover five main areas of content:

- 23.1 **Establishing sustainable investment:** This section outlines the Commission’s forecasts of level and mix of investment New Zealand is likely to need over the next 30 years given affordability constraints. It is broken down by sector and includes new-builds, renewals and replacement of existing infrastructure. This comprises the Commission’s advice to decision-makers seeking to understand, and plan for, future investment demands and workforce needs to deliver investment.
- 23.2 **Setting up infrastructure for success:** This section addresses key aspects of the operating environment for infrastructure across all sectors. This includes how different types of infrastructure are paid for, how oversight and accountability is maintained, how planning and investment is coordinated across different providers, and the need for a predictable policy environment, including resource management legislation.
- 23.3 **Driving excellence from the core:** This section addresses central government investment and asset management. This includes long-term investment planning and funding, improving project appraisal, selection, and deliver, and budgeting for maintenance, renewals, and resilience.
- 23.4 **Raising the bar on choices:** This section outlines the upcoming ‘investment menu’ of projects that are expected to come forward for decisions in the future. It is based on data from the National Infrastructure Pipeline and the assessments undertaken in successive rounds of the Infrastructure Priorities Programme. This will include the Commission’s assessment of readiness for investment, as available. This information will be updated between the Draft and Final Plans, and then on an ongoing basis.
- 23.5 **Embedding good practice:** This section translates material from previous sections into sector-level views of investment needs and challenges. This will summarise current issues, the investment outlook, upcoming investment choices, and key opportunities for system improvements (based on recommendations made earlier in the Draft Plan). This information will be updated between the Draft and Final Plans.

Key messages for the Draft Plan

- 24 Feedback from sector stakeholders on the Commission’s discussion document (“Testing our Thinking”) highlighted a desire to improve long-term, strategic, and effective infrastructure planning, supported by credible funding and financing. This was seen as important for addressing other issues, such as inconsistent asset management and workforce development and retention. The Commission’s key messages for the Draft Plan speak to this theme and to factors that make it difficult to achieve sustained political and social agreement about infrastructure priorities and investment.
- 25 Different communities want many things from infrastructure and have different priorities for investment, meaning national, regional, and local choices and trade-offs. Addressing one need or priority may make it difficult to address another, today or in the future. This is an ongoing challenge and affordability constraints are expected to tighten due to an ageing population and slowing productivity growth.
- 26 In this context, political contestability about infrastructure investment can reflect broader social disagreement about needs and priorities. However, some matters are less contested, like the need to keep maintaining and renewing the infrastructure we already have and investing to address natural hazards and other risks.
- 27 Unanimous agreement on all aspects of infrastructure investment is unlikely, but with the right conditions in place it is possible to achieve sustained agreement on a significant share of

investment, while leaving flexibility to allow other priorities to change. Achieving a credible and enduring consensus requires close attention to:

- 27.1 **Affordability:** Investment levels must reflect what New Zealanders are willing to pay for infrastructure now and in the future.
 - 27.2 **Balance:** Nationally, investment priorities cannot leave any community (or any need) too far behind.
 - 27.3 **Deliverability:** Infrastructure aspirations that are not seen as achievable will not be sustained.
 - 27.4 **Transparency and accountability:** New Zealanders must understand how public money is being spent, what outcomes are being achieved, and what constraints we face.
- 28 In developing the Draft Plan, the Commission’s focus has been on ways to strengthen the aspects of infrastructure investment that are likely to increase sustained political and social agreement. The Draft Plan focuses on changes that could achieve immediate as well as longer-term improvements in infrastructure investment decision-making, without being derailed by matters where it may be more difficult to achieve sustained agreement.

“Live” elements of the Plan will be updated regularly

- 29 The Draft and Final Plans will present a ‘snapshot’ of the best information that is available at a point in time. The Commission’s ongoing work programme will update “live” elements of the Plan on a rolling basis in between the mandated provision of five-yearly Plans.
- 30 In particular, the investment menu will evolve as investments are completed, added, or reprioritised. This will be reflected in ongoing quarterly updates to the National Infrastructure Pipeline, further updated following each round of the Infrastructure Priorities Programme, and periodic updates to the Infrastructure Needs Analysis (forward guidance).
- 31 The Draft Plan leverages the National Infrastructure Pipeline to provide greater transparency of infrastructure initiatives that are currently being investigated or progressed by 150 infrastructure providers. The Draft Plan will include data on approximately 140 initiatives in various stages of planning, each with an expected cost over \$100 million and that are not recorded with a commitment to full funding as at March 2025. These initiatives represent the large, potentially nationally important projects that will require future funding decisions. More detail on the National Infrastructure Pipeline and an indicative list of the initiatives is attached at Appendix 4.
- 32 The Draft Plan will also include details of the initiatives which have been endorsed by the Commission through round one of the Infrastructure Priorities Programme. In total, the Commission received 48 applications through round one, of which 17 were endorsed. Projects can be endorsed at Stage 1 (proceed to indicative/programme business case); Stage 2 (proceed to detailed business case) or Stage 3 (investment ready). Most of the initiatives endorsed in round one require further planning work prior to a funding decision. The Commission has received over 70 applications in round two, which are currently being assessed. Endorsed projects from the second round will be included in the Final Plan. More information on the Infrastructure Priorities Programme and the list of endorsed projects is attached at Appendix 3.

Areas of focus for system-level findings and recommendations

- 33 The Draft Plan includes both findings and (as needed) recommendations that are addressed at central government decision-makers.
- 34 Below is an outline the of key subject areas in which the Draft Plan is likely to contain findings and/or recommendations.

Establishing sustainable investment

- 35 This section outlines four key directions for future infrastructure investment, which can be implemented through specific recommendations made in subsequent sections:
 - 35.1 **Investment must increase to meet future demands:** In dollar terms, total infrastructure investment will increase over the next generation, but the share of national income spent on investment will stay relatively constant.
 - 35.2 **The investment mix will change:** Some sectors will see rising demand for investment, balanced out by moderating investment demands in others. Electricity and health are the key areas of growth, while investment in land transport, education, and water will need to ease to maintain overall affordability.
 - 35.3 **The infrastructure workforce must grow:** We outline forecasts for increased workforce demand.
 - 35.4 **Planning needs to respond to uncertainty:** Actual investment could be higher, lower, or different than expected, creating a need to monitor and update forecasts.

Setting up infrastructure for success

- 36 This section outlines four key directions for the operating environment, which can be implemented through specific recommendations:
 - 36.1 **Use fit for purpose pricing and funding tools:** Network infrastructure should be fully funded using revenues from users or direct beneficiaries, ensuring that general tax revenues are available to fund social infrastructure.
 - 36.2 **Establish sound governance and oversight for all sectors:** Oversight regimes for central government, local government, and commercial entities are different, but all sectors need effective oversight.
 - 36.3 **Provide cost-effective coordination tools:** Spatial planning can coordinate between different infrastructure providers and land use planning, and should be linked to expected funding availability.
 - 36.4 **Ensure a predictable policy environment:** Key policies, including resource management legislation and electricity market policies, need to be predictable to ensure a good environment for commercial investment.

Driving excellence from the core

- 37 This section outlines three key directions for central government investment and asset management, which can be implemented through specific recommendations:

- 37.1 **Improve long-term investment planning:** Agencies should be required to do long-term investment and asset management planning. Information on future investment needs should inform fiscal strategy (including capital allowance setting).
- 37.2 **Lift the bar for project appraisal, selection, and delivery:** Projects should be transparently and independently reviewed during the planning stage and agencies should improve their project leadership capability.
- 37.3 **Budget for maintenance, renewals, and resilience:** Agencies should be required to report key indicators on maintenance and renewal spending and asset condition.

Raising the bar on choices

38 This section outlines two key directions for developing a more transparent and certain project pipeline, which can be implemented through specific recommendations made in previous sections:

- 38.1 **Lay out upcoming project choices:** Project information in the National Infrastructure Pipeline should inform coordination and sequencing of investment.
- 38.2 **Get projects ready for investment:** Projects should focus on problem identification, sound options analysis, and deliverability to ensure they are ready to fund.

39 As noted above, the Draft Plan will include a set of approximately 140 initiatives in the National Infrastructure Pipeline with a value over \$100 million, and also the projects endorsed by the Commission through the first round of the Infrastructure Priorities Programme.

40 The recommendations in the Draft Plan are focussed on policy and system settings that will improve the provision of infrastructure and services to New Zealanders. The Commission will test the draft recommendations through the public and Ministerial engagement process. Implementation pathways for each recommendation will be developed for inclusion in the Final Plan. These pathways will, where possible, align with current work programmes such as the recently agreed improvements to asset management practices and resource management reform.

41 A draft list of the recommendations that are likely to be included in the Draft Plan is attached at **Appendix 2**.

Next steps

42 The Draft Plan will be provided to me and released publicly on 25 June 2025. Following that, the steps for public and Ministerial feedback, Government Response and publication of the Final Plan are as follows:

Milestone/Activity	Timeframe
Public feedback period	25 June - 6 August 2025
Legislative period for comments on Draft Plan by Minister for Infrastructure	25 June - 23 September 2025
Final Plan submitted to Minister	22 December 2025
Tabling of Final Plan in Parliament, publication of Final Plan	Early 2026
Develop Government Response to the National Infrastructure Plan	December 2025-June 2026

Cost-of-living Implications

- 43 This paper deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan and does not have any direct cost of living implications.

Financial Implications

- 44 This paper has no financial implications. Costs to develop the National Infrastructure Plan are being met out of the Infrastructure Commission's baseline funding and reserves.

Legislative Implications

- 45 This paper has no legislative implications as it deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan.

Impact Analysis

Regulatory Impact Statement

- 46 Regulatory impact analysis requirements do not apply to this paper as it deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan.

Climate Implications of Policy Assessment

- 47 A Climate Implications of Policy Assessment (CIPA) is not required for this paper as it deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan. Climate implications are being considered as part of the development of the National Infrastructure Plan, but no policy is directly included.

Population Implications

- 48 This paper deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan. Assessment of population impacts, including infrastructure needs and issues of particular relevance for iwi, hapū and Māori is included as part of the development the National infrastructure Plan, but no direct impacts are included.

Human Rights

- 49 This paper has no implications for human rights as it deals with the content of the Draft National Infrastructure Plan and the process to develop the Final Plan.

Use of external Resources

- 50 The Commission has used external resources in preparing the Draft National Infrastructure Plan. This includes editing and design services for the Plan document, and the establishment of an independent Quality Review Panel to review the Plan content.

- 51 The Quality Review Panel comprises four members external to the Commission with experience in infrastructure and familiarity with Machinery of Government processes.

- 52 The Panel provided speciality and technical feedback on the Draft Plan based on their expertise. Panel members provided their services at no cost, with only expenses reimbursed. The Panel will be re-convened for review of the Final Plan in November 2025.

- 53 Specialised external resources have also been used in the preparation of some contributing technical papers and the underlying work programme that has informed the Plan content.

Consultation

- 54 The Commission has prepared this Cabinet paper in consultation with the Treasury, the Ministry of Business, Innovation and Employment, the Department of Prime Minister and Cabinet, the Public Service Commission, the Ministry of Health, Te Whatu Ora Health New Zealand, the Ministry of Education, the Ministry of Justice, the Department of Corrections, the Ministry of Defence, The New Zealand Defence Force, Te Puni Kōkiri, Te Arawhiti, the Ministry of Transport, the New Zealand Transport Agency, the Ministry of Foreign Affairs and Trade, the Ministry of Housing and Urban Development, the Department of Internal Affairs; the National Emergency Management Agency and the Ministry for Primary Industries.
- 55 Other government entities with infrastructure-related functions, including the National Infrastructure Funding and Financing Ltd and Crown Infrastructure Delivery Ltd, have been informed during the development of the Draft Plan.

Communications

- 56 I am the Minister responsible for making statements about the National Infrastructure Plan. I have spoken about the Government's priorities for infrastructure, including the National Infrastructure Plan on many occasions over the past year.
- 57 The Draft Plan will be released for public feedback at the Commission's Infrastructure Symposium on 25 June at the Beehive Banquet Hall in Wellington. I will be providing a keynote address at the Symposium and will speak to how our priorities are reflected and supported. My presentation will be followed by a session that includes a discussion with Labour Party Spokesperson for Infrastructure Hon Kieran McAnulty and myself about the Draft Plan and the future of infrastructure.
- 58 The Commission has scheduled the public feedback period for the Draft Plan for six weeks (from 25 June 2025 to 6 August 2025). The Commission will then analyse feedback and continue to develop the Final Plan.

Proactive Release

- 59 I propose to proactively release this Cabinet paper within 30 business days of it being noted by Cabinet.

Recommendations

The Minister for Infrastructure recommends that the Committee:

- a. **note** the proposed content of the Draft National Infrastructure Plan;
- b. **note** that the Draft National Infrastructure Plan will be provided to me and released by the Infrastructure Commission for public feedback at the Infrastructure Symposium on 25 June 2025;
- c. **note** that the Final National Infrastructure Plan will be developed by the end of December 2025, having regard to Ministerial and stakeholder feedback;

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- d. **note** that the Infrastructure Commission will continue to engage with Treasury, other government agencies, local government, iwi/Māori and private sector stakeholders on the development of the Final National Infrastructure Plan;
- e. **note** that the Final Plan will be followed by a Government Response by June 2026.

Authorised for lodgement.

Hon Chris Bishop

Minister for Infrastructure

Appendix 1: Draft National Infrastructure “Plan on a Page”

Attached as a separate document.

Appendix 2: List of Draft Recommendations

1 The following table includes a list of draft recommendations indicative of those likely to be included in the Draft National Infrastructure Plan.

Table 1: Draft National Infrastructure Plan – Indicative Recommendations

1. Workforce development planning and policy is informed by infrastructure investment and asset management plans, and an independent view of long-term needs.
2. Forward guidance is refreshed through quarterly updates to the National Infrastructure Pipeline, annual updates to the Infrastructure Priorities Programme, and periodic updates to the Infrastructure Needs Analysis.
3. Funding tools are matched to asset type—user-pays for network infrastructure, commercial self-funding for economic-development assets, and tax funding for social infrastructure—to keep the overall capital envelope affordable. User-pricing principles are applied across all network sectors so user charges fully fund investment, guide efficient use of networks, and distribute the benefits of network provision.
4. All infrastructure providers, regardless of sector, should have clear and well-understood transparency and accountability mechanisms that ensure that consumer interests are protected.
5. The land-transport funding gap is closed by requiring user charges to fully fund planned investment.
6. Spatial plans are informed by infrastructure investment and asset management planning and expected funding availability.
7. The resource management system enables and protects infrastructure with national and regional benefits, while managing its negative impacts on the natural environment.
8. Electricity investors have a stable and predictable policy and consenting environment so they can deliver the generation and grid upgrades needed to decarbonise our economy.
9. Fiscal strategy is informed by infrastructure investment and asset management planning and independent view of long-term needs.
10. Central government agencies are legislatively required to prepare and publish long-term asset management and investment plans.
11. All Crown-funded infrastructure proposals pass through a transparent, independent readiness assessment before funding.
12. Multi-year Budget funding is available for central government agencies with strong planning, delivery, and asset management practices.
13. All business cases, Budget submissions, and advice on central government infrastructure investments are published.
14. Public sector project leadership is strengthened by introducing professional accreditation, standardising role expectations and improving career pathways.
15. Project assurance for central government agencies ensures that risks are well managed.
16. Post-completion data on actual project costs, delivery dates and benefits is published, enabling comparisons to what was expected when funded.
17. Central government agencies are legislatively required to report on performance against their asset management and investment plans.
18. Central government agencies’ asset management and investment plans should be independently assessed.

Appendix 3: Projects Endorsed through Round 1 of the Infrastructure Priorities Programme

- 1 The Infrastructure Priorities Programme (IPP) provides structured independent review of infrastructure proposals' readiness for investment. It is designed for unfunded, nationally important infrastructure projects or initiatives that avoid the need for infrastructure. It undertakes a detailed review of a proposal's key planning documents at several points in the planning process that are submitted to the Infrastructure Commission.
- 2 The Commission assesses projects against three criteria: strategic alignment, value for money, and deliverability. Projects are reviewed against a standard assessment framework, with an internal and external review process to ensure consistency in assessments. Projects can be endorsed at Stage 1 (proceed to indicative/programme business case); Stage 2 (proceed to detailed business case) or Stage 3 (investment ready). Assessment results indicate whether projects are ready for investment, and the next steps that can be taken to progress projects that need more work.
- 3 The first IPP round closed in December 2024. The Commission received 48 submissions from central government, local government, the private sector, and other entities, some of which did not meet our triage criteria for a full assessment. These proposals were mostly from central government and local government, but also included some from the private sector and other entities. The Commission endorsed seventeen proposals related to transport, water and wastewater, telecommunications, prisons, defence estate, and asset management. Endorsed proposals covered eight of New Zealand's sixteen regions.
- 4 The IPP will be updated as the Commission receives and reviews more project proposals. To date, the Commission has only assessed a subset of all potentially nationally important proposals that are in the planning stages. The Commission received over 70 proposals in the second IPP round, which closed in April 2025, and is in the process of triaging and assessing them.
- 5 The Draft Plan includes the December 2024 IPP round one. The Final National Infrastructure Plan will also incorporate projects from the April 2025 round two. After publishing the Final Plan, the Commission will continue reviewing proposals, tracking them as they progress through planning, and publishing updated assessments.
- 6 The table below shows the endorsed projects from the first round of Infrastructure Priorities Programme assessments. Note that the outcomes of the assessments will not be made public until 25 June 2025.

Table 2: List of Endorsed Projects Infrastructure Priority Programme Round 1

<i>No.</i>	<i>Applicant</i>	<i>Sector</i>	<i>Proposal</i>	<i>Location</i>	<i>Stage Endorsed¹</i>
1	New Zealand Defence Force	Central government	Draft Defence Estate Regeneration Plan 2025-2040	National	Stage 1
2	New Zealand Defence Force	Central government	Horizontal Infrastructure Programme (HIP)	National	Stage 1

¹ Projects can be endorsed at Stage 1 (proceed to indicative/programme business case); Stage 2 (proceed to detailed business case) or Stage 3 (investment ready).

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<i>No.</i>	<i>Applicant</i>	<i>Sector</i>	<i>Proposal</i>	<i>Location</i>	<i>Stage Endorsed¹</i>
3	Reserve Bank of New Zealand	Central government	Project Waitoa – vaulting and processing infrastructure	National	Stage 1
4	Department of Corrections	Central government	Hawkes Bay Regional Prison (HBRP) Redevelopment Programme	Hawke's Bay	Stage 1
5	New Zealand Underground Asset Register	Local government	New Zealand Underground Asset Register (NZUAR)	National	Stage 1
6	Palmerston North City Council	Local government	Manawatu Regional Freight Ring Road	Manawatu	Stage 1
7	Christchurch City Council	Local government	Greater Christchurch Mass Rapid Transit	Christchurch	Stage 1
8	Nelson City Council	Local government	Atawhai Rising Main Renewal	Nelson	Stage 1
9	Greater Wellington Regional Council	Local government	Te Mārua Water Treatment Plant Scheme Expansion Stage 1 (Pākuratahi Lakes)	Wellington	Stage 1
10	Hamilton City Council	Local government	Southern Metro Wastewater Treatment Plant	Waikato	Stage 1
11	Chorus Limited	Private sector	Expanding Fibre Broadband Coverage	-	Stage 1
12	Kordia Group Limited	SOE	Telecommunications Network Resilience	-	Stage 1
13	New Zealand Defence Force	Central government	Future Naval Base Programme	Auckland	Stage 2
14	New Zealand Defence Force	Central government	Homes for Families	National	Stage 2
15	New Zealand Defence Force	Central government	Accommodation Messing and Dining Modernisation Linton Project	Manawatu	Stage 3
16	New Zealand Defence Force	Central government	Ohakea Infrastructure Programme Remaining Tranches	Manawatu	Stage 3
17	Hamilton City Council	Local government	Ruakura Eastern Transport Corridor	Waikato	Stage 3

Appendix 4: Projects in the National Infrastructure Pipeline valued over \$100 million but without fully committed funding

- 1 The National Infrastructure Pipeline (Pipeline) is New Zealand’s national dataset of infrastructure initiatives, providing transparency on investments and activity to maintain, renew, and improve infrastructure.
- 2 Established in 2020 with around 500 active projects from 21 infrastructure providers, the Pipeline now features over 8,100 active projects from more than 110 providers, representing \$207 billion in value. Across the Pipeline’s evolution, the Commission has tracked roughly 22,000 projects through their lifecycle, from early scoping to completion or closure.
- 3 The Pipeline helps inform decision making and support a coordinated approach to infrastructure investment and delivery across sectors, regions, and markets. Insights from the Pipeline enable Government, infrastructure providers, the construction market, and others to understand investment options (and opportunity costs), competing demand for construction resources and workforce, and constraints or opportunities in the market. This understanding is fundamental to promoting efficient investment in infrastructure and supporting decisions on investment prioritisation, sequencing and resource allocation.
- 4 The Commission receives Pipeline information from all large central government infrastructure providers, 64 councils that account for over 94% of total rates revenue, and a smaller but growing share of commercial providers. The Pipeline is updated every three months as organisations progress their projects, and captures information like the location, sector, expected timing, procurement approach, and expected cost. The accuracy of the information depends upon the quality and regularity of contributor submissions. New contributors continue to increase the breadth of information.
- 5 The Draft Plan includes information from the March 2025 Pipeline update. The Commission expects the Final National Infrastructure Plan to incorporate updates from the June and September 2025 Pipeline updates. After publishing the Final Plan, the Commission will continue updating information in the Pipeline.
- 6 Figures 1a and 1b list 141 projects from the Pipeline with activity between 2023 and 2040². Each of these projects has a total expected cost of over \$100m but is not recorded in the Pipeline with a full funding commitment. Initiatives that have been assessed and have achieved Infrastructure Priority Programme endorsement, are indicated in bold and with orange badges that show the Infrastructure Priority Programme stage at which they have been endorsed. These figures are indicative of the information that will be included in the Draft Plan.

² Figures 1a and 1b are based on the most recent information provided to the National Infrastructure Pipeline (Pipeline) by contributors, primarily during the March 2025 update process. All dates shown for these projects, where funding is not fully committed, and where the projects that are in planning phases are indicative and subject to change based on further planning as the project and funding commitments evolve. The vertical line indicates June 2025.

Figure 1a: Projects in the National Infrastructure Pipeline over \$100m without fully committed funding

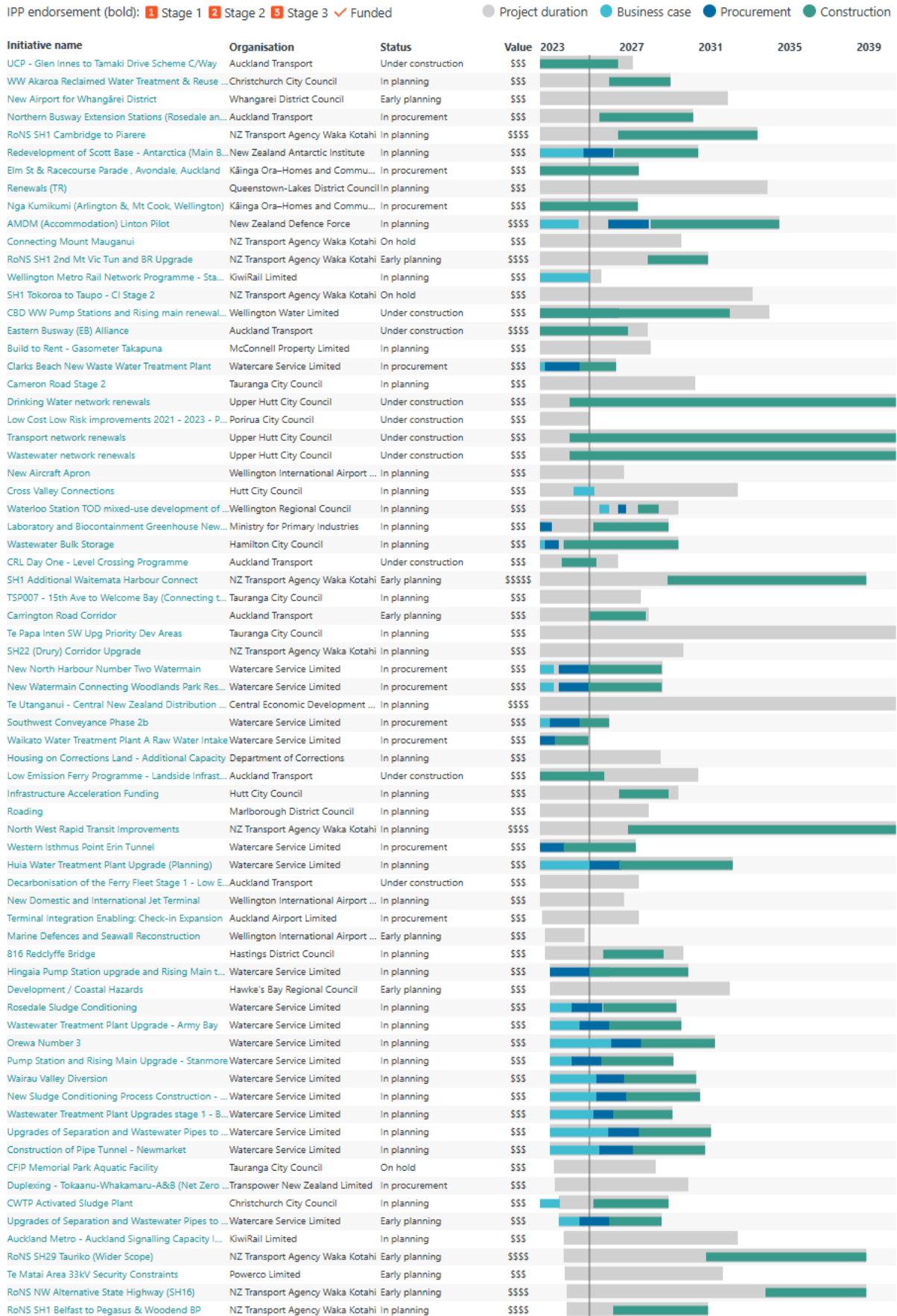
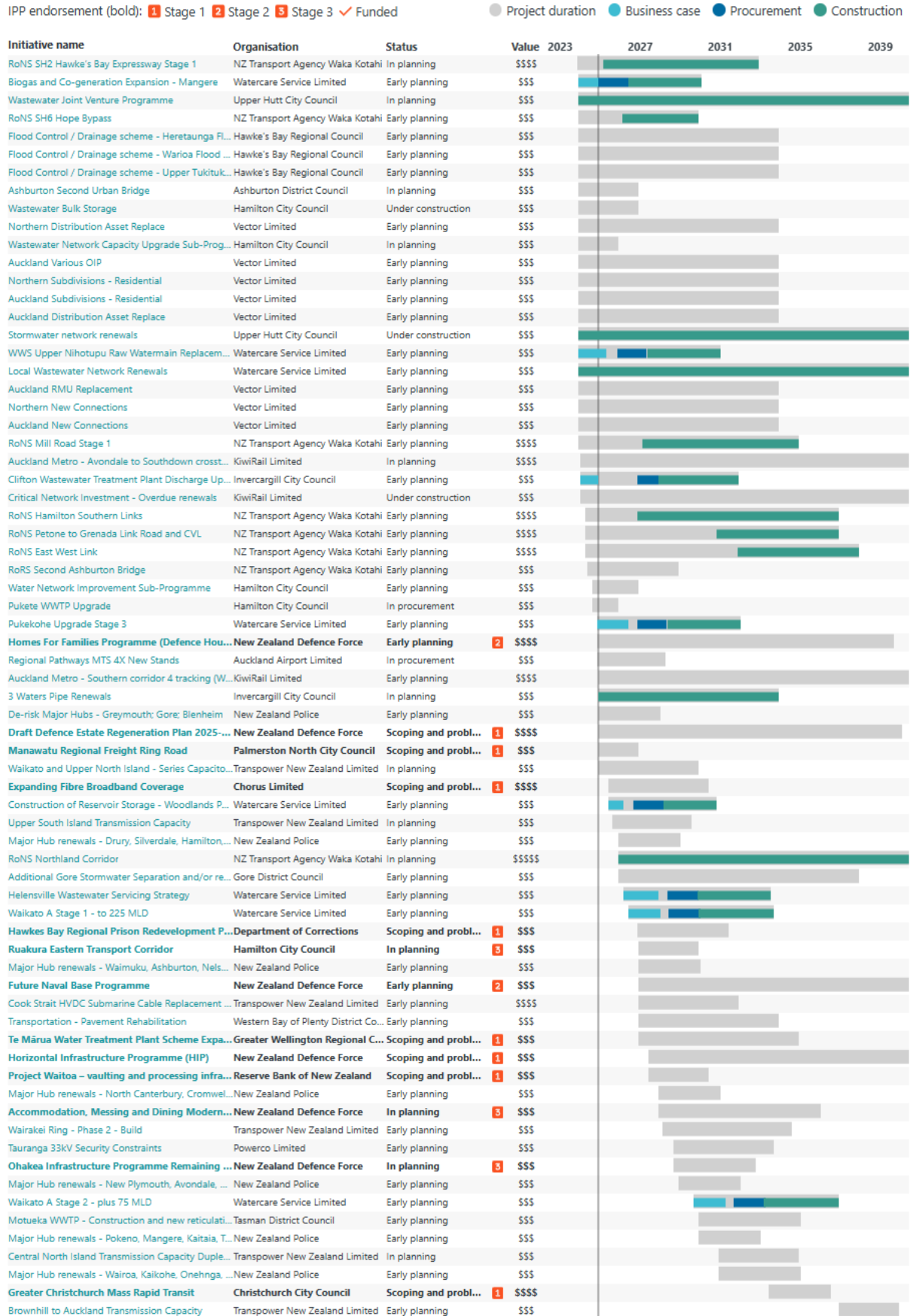
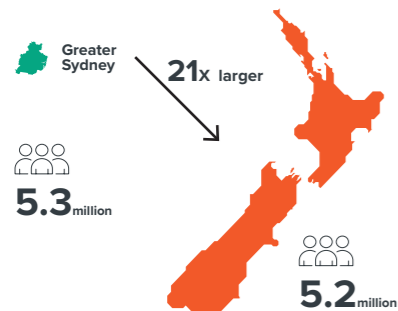


Figure 2b: Projects in the National Infrastructure Pipeline over \$100m without fully committed funding (continued)



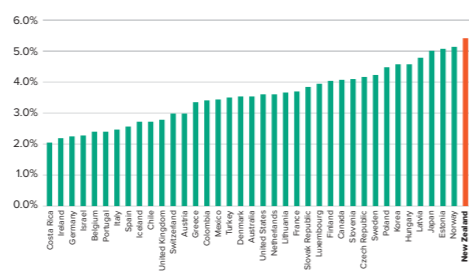
Current context

Small population relative to land size



We invest more than other countries

Public capital investment as a share of GDP in OECD countries, 2010-2019



Rising fiscal pressure will limit how much and how fast we can invest

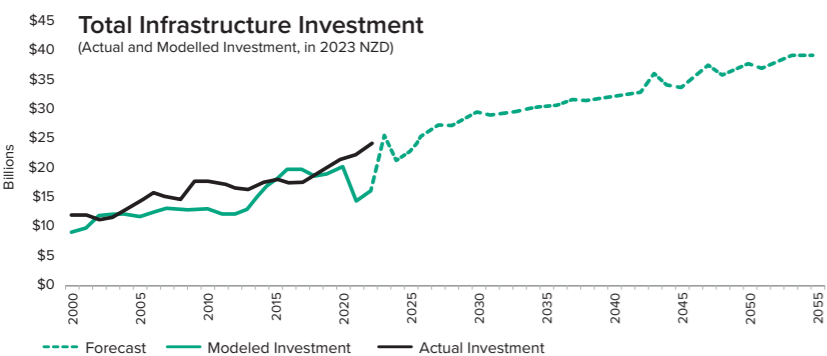
New Zealand net core Crown debt projections in the Treasury's 2006 and 2021 Long-term Fiscal Statements (LTFS)



- Needs vary by place and sector, creating trade-offs and tough investment choices.
- Broad agreement to maintain existing infrastructure and reduce future risks.

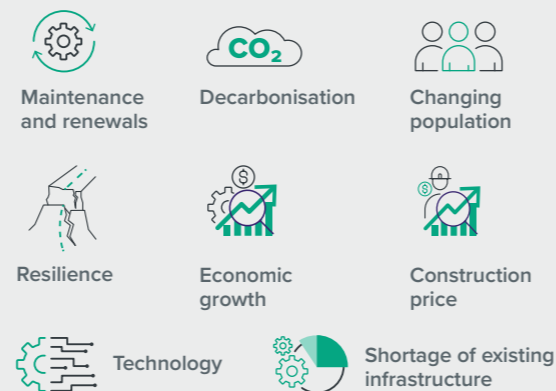
Our forward guidance on infrastructure investment

As our economy grows, infrastructure investment demand will grow



Sustained investment of 5–7% of GDP will be needed, even under fiscal pressure.

Factors that can drive spending



A durable investment path must be:

Affordable

Reflects what New Zealanders can and will pay.

Balanced

Equitably serves all regions and sectors.

Deliverable

Matches ambition with delivery capacity.

Transparent

Clear about spending, outcomes, and trade-offs.

What's already planned

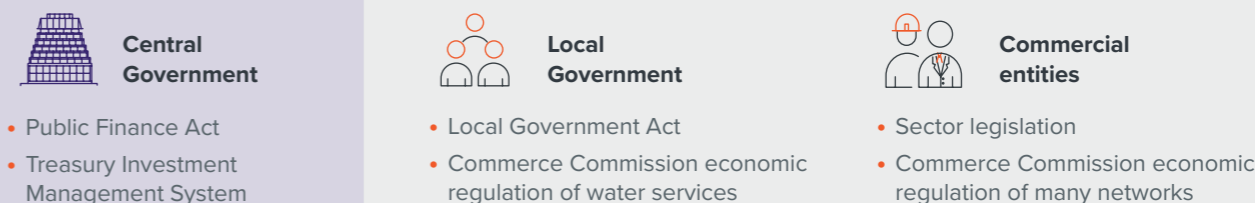
Data infrastructure providers submitted to the March 2025 National Infrastructure Pipeline update.

	\$50m>	\$500m>	All Projects
Total number of projects	445	44	7,304
Projects in planning	206	25	4,412
...and not fully funded	124	17	1,093

How we can pay for infrastructure investment



How we oversee investment and asset management



How we can improve public investment for central government

Making our infrastructure fit for the future

Greater confidence that our infrastructure will be able to deliver services into the future

- Require long-term asset management and investment planning through legislation
- Require performance reporting through legislation
- Establish independent oversight and review for 10-year asset management and investment plans

Planning for the long term

Requiring that Government infrastructure spending is informed by long-term needs and plans

- Capital allowance process to be informed by an independent forecast of investment need as well as the 10-year asset management and investment plans
- Multi-year budgeting to give central government agencies greater confidence to deliver their long-term asset management plans

Looking after what we've got

Historical underinvestment in maintenance and renewal of infrastructure

- Highlight the maintenance backlog through performance reporting
- Highlight depreciation: renewals ratio through performance reporting

Getting the most from our investment

Government often invests in projects before understanding the case for investment

- Require all crown funded investment proposals to undergo a readiness assessment before funding focus on non-built solutions
- Improve operational environment to enable economic infrastructure and reduce cost
- Publish investment proposal and decisions
- Improve the independent and transparent review and oversight of infrastructure investment proposals

Infrastructure Priorities Programme

IPP Round 1 applications

- A total of 48 applications were received. Of these, 19 applications met the triage criteria and were assessed.
- A range of infrastructure sectors are represented, including transport, social infrastructure, water and communications. Most applications that passed triage are from central and local government.

Lessons learned from the IPP

- Projects are finding and addressing important problems but often have difficulty demonstrating the size and value of the problem or opportunity.
- Options analysis processes are often flawed. Common issues were not including lower-cost options and not weighting the cost of options sufficiently when analysing different options.
- In many cases, applicants overestimated the investment readiness of their proposals.

- There were examples of best practice which can be shared, including providing evidence to support problem definition, using cost-benefit analysis, and comprehensive delivery planning.
- Applicants have provided feedback about the usefulness of the IPP process in lifting the standard of their business cases.

IPP Round 2 applications

- 66 applications have been received and a further 4 have had extensions granted.
- Overall breakdown of applicant types:
 - 59% local government and CCOs
 - 24% central government and SOEs
 - 10% companies
 - 7% third-sector organisations, unaffiliated individuals.