



MIN-CB-538

Dear Mayor,

**Participation in the National Infrastructure Pipeline programme:
Expectations for councils and new water organisations during transition**

Thank you for your council's participation in the National Infrastructure Pipeline (Pipeline) programme administered by the Infrastructure Commission (Commission)¹. We recognise that councils are managing significant change across reform programmes and appreciate your continued efforts.

We are writing to inform you of the Government's expectation for your council and, when established, your new water organisation or in-council delivery unit, to continue to provide comprehensive information to the Pipeline about your region's water infrastructure investments. This expectation operates alongside other required reporting such as regulated disclosures to the Commerce Commission, the Water Services Authority (Taumata Arowai), and requests made by the Ministry of Cities, Environment, Regions and Transport (MCERT). Improving access to information and enabling quality advice forms a key tenet of the Government's response to the National Infrastructure Plan². Regular updates to the Pipeline, ensuring it represents an accurate and up-to-date view, are central to this.

The Pipeline is New Zealand's national dataset of infrastructure initiatives. It brings together information on central government, local government, and private sector infrastructure activity to form a single national picture, with visibility across all infrastructure sectors and regions – giving organisations like yours a shared view of upcoming projects, workforce demand, and market conditions. This supports improved transparency, coordination, and performance across the system, informing planning, investment, and policy decisions by the Government, infrastructure providers and other sector participants.

The establishment of water organisations around the country provides New Zealand with a once-in-a-generation opportunity to get water infrastructure right. The scale of investment implied by water services delivery plans means how that investment is planned, sequenced, and prioritised will matter enormously. The Pipeline is how the Government and infrastructure providers maintain visibility of demand (both current and in-planning), and of delivery capacity, enabling smoother sequencing of projects in the context of the wider market.

Your information – and that of your future water organisation or delivery unit – will help ensure water sector investment needs are clearly represented when the Government and the Commission assess infrastructure investment priorities, model expected long-term investment requirements, and will help to inform spatial planning. It will also give the construction industry

¹ The Commission administers the Pipeline in delivery of its functions under the New Zealand Infrastructure Commission/Te Waihangā Act 2019. To read the Act visit: <https://www.legislation.govt.nz/act/public/2019/51/en/latest/#LMS155571>

² The National Infrastructure Plan can be read on the Commission's website: <https://tewaihangā.govt.nz/national-infrastructure-plan>
The Government's response to the National Infrastructure Plan can be read on the Treasury's website: <https://www.treasury.govt.nz/publications/infrastructure-plan/government-response-national-infrastructure-plan-2026>

and suppliers better visibility of when projects are expected to enter procurement and construction, supporting their ability to build capability and competitiveness to deliver your work programme.

We encourage you to embed Pipeline reporting into your organisational processes, and to direct your new water services delivery organisation or delivery unit to do the same from the outset as they establish or reshape governance, staff responsibilities, and information systems. This will help make participation more straightforward, and help ensure that the Pipeline can provide greater and more useful insights about your region's full investment programme.

Please ask your team to:

1. **Contact the Commission** promptly to confirm your responsible staff member's contact details and prepare for the September quarter Pipeline update. The Commission has processes established to support transfer of reporting responsibility of in-flight council-led water programmes to new water organisations and delivery units as required.
2. **Report comprehensively.** Regular submissions to the Pipeline should capture your full capital investment programme covering **new assets, enhancements**, and street-by-street **network renewals** packages (not just major projects), as well as **maintenance programmes** and repairs. This is for all water services and other infrastructure types for which you are currently responsible (such as roads and civic facilities), and for both current and proposed initiatives.

The Commission will continue to keep the Government updated on your progress, and can be contacted at pipeline@tewaihanga.govt.nz to support your teams through the water services transition or to improve your Pipeline submissions. More information on the Pipeline is available on the Commission's website at <https://tewaihanga.govt.nz/the-pipeline>.

Thank you for supporting our work to lift performance of New Zealand's infrastructure system.

Yours sincerely



Hon Chris Bishop
Minister for Infrastructure



Hon Simon Watts
Minister of Local Government