

16 March 2026

Ref: OIA26-TW06

s9(2)(a)

Via email: s9(2)(a)

Dear s9(2)(a)

Thank you for your Official Information Act 1982 (OIA) request, received on 17 February 2026. Your request was as follows:

“Could I please request, under the Official Information Act, the total costs associated with researching, drafting and producing the National Infrastructure Plan? That’s including the draft and final plan.”

Interpretation

I have considered your request in accordance with the OIA.

Your request has been interpreted to be for the total costs incurred by the New Zealand Infrastructure Commission/Te Waihanga (“the Commission), both internal and external, to produce the National Infrastructure Plan (the Plan) noting that the draft Plan was one step in the process to producing the final Plan.

The period covered by your request is taken to be from July 2024 when the Plan was commissioned by Cabinet until February 2026 when the final Plan was published.

Context on the National Infrastructure Plan

The Plan is not an isolated project, separated from the Commission’s core functions, but is an extension of the entity’s everyday operations.

The Commission’s legislated main function is to co-ordinate, develop, and promote an approach to infrastructure that improves the well-being of New Zealanders.¹ One way to deliver that main function is to periodically develop and publish strategy reports.²

The National Infrastructure Plan, published in February 2026, is our second legislatively-required strategy report. This document is based on information generated through our ongoing organisation-wide work programmes. For example, the National Infrastructure

¹ S 10 New Zealand Infrastructure Commission/Te Waihanga Act 2019

² Subpart 3 of the New Zealand Infrastructure Commission/Te Waihanga Act 2019 outlines requirements for strategy reports.

Pipeline is both an ongoing product that is updated on a quarterly basis as well as forming an evidence base for the Plan.

As a result, the Plan has been delivered using a combination of 'business-as-usual' resources related to ongoing work programmes, plus additional 'surge' resources that have delivered additional work required during the period of developing and delivering the Plan.

Commission employees are not required to keep an itemised time sheet to record their activities. This means we are not able to itemise what specific parts of 'business-as-usual' staff time was used for the purposes of the Plan, as opposed to other ongoing work programmes. However, we have budgeted separately for additional 'surge' resources, over and above 'business-as-usual' resources, that relate to the Plan.

For further information on the Plan including how we developed it, I refer you to our website at the following address <https://tewaihanga.govt.nz/national-infrastructure-plan/how-we-developed-the-plan>.

Response and Decision

Production of the Plan was funded from within the Commission's existing funding envelope, comprising its baseline appropriation and strategic reserves. The total cost is summarised as follows:

1. External Costs:

External costs comprise third parties contracted to Te Waihanga associated with production of the Plan including, but not limited to, planning, research, data analysis, policy analysis, programme management, drafting and publishing. These costs were budgeted at **\$3.6m** across financial years FY24/25 and FY25/26. This budget covers the period to the end of FY25/26.

The total actual external cost for the period from July 2024 to February 2026 is approximately **\$2.3m**.

Some final costs are expected to be incurred through to the end of FY25/26; however, these have been anticipated and are captured within the original project budget.

Despite the underspend in external costs, the Plan was delivered within legislated timeframes and addressed our legislative requirements, as set out in Subpart 3 of the Infrastructure Commission / Te Waihanga Act 2019.

2. Internal Costs:

Production of the final Plan was led by the Strategy team at the Commission and included input by staff from all parts of the organisation.

As outlined above, the production of the Plan drew upon the Commission's ongoing 'business-as-usual' work programme. Time spent by staff solely on the production of the Plan is not separately captured and could not be completed with an acceptable level of accuracy retrospectively.

On this basis, the internal costs comprising the Commission's staff and overheads directly attributable to the production of the final Plan is refused under section 18(f) of the OIA on the grounds that substantial collation and research would be required to provide this breakdown. It is not considered in the public interest to apply the considerable resources necessary to compile this information.

This response addresses the information you requested. You have the right to ask the Ombudsman to investigate and review my response.

Please note that this letter (with your personal details removed) may be published on the Commission's website.

Yours sincerely



Peter Nunns
General Manager, Strategy