



29 August 2025

Tēnā koe

Official Information Act request

Thank you for your emails dated 28 and 29 July 2025 in which you requested information about change processes within the Ministry of Social Development (the Ministry).

I have considered your request under the Official Information Act 1982 (the Act). Please find my decision on each part of your request set out separately below.

1. How many restructures have there been in the last year? (July 28, 2024 – July 28, 2025)

I have interpreted this question as referring to change processes that have resulted in structural changes. I refer you to Table 1 for an outline of all change processes in which decisions have been made that have resulted in structural changes between 28 July 2024 and 28 July 2025.

I note that the Ministry has change consultations underway at the time of your request. Those change processes have not been included in Table 1 as decisions are yet to be released.

Table 1: Outline of all structural change processes between 28 July 2024 to 28 July 2025 by decision date and the impact on positions (disestablishment and establishments)

Business group	Name of change	Detail	Decision date	Impact on positions
Improvement, Systems and Technology	Analysis and Design practice	Establishment of an Analysis and Design practice.	21/11/2024	Nil disestablishments or establishments
Improvement, Systems and Technology	Software Engineering practice	Establishment of a Software Engineering practice.	28/11/2024	Nil disestablishments or establishments

Service Delivery	Housing and Systems Performance and Improvement change	New permanent structure of enablement functions and housing.	1/06/2025	1x disestablishments or 1x establishments
People Group	Business Partnering and Workforce Strategy	Alignment of transformation and BAU strategic HR support.	12/06/2025	2x disestablishments 2x establishments
Organisational Assurance and Communication	Information, Security and Identity (ISI) and Ministerial and Executive Services (MaES)	Structure review of ISI and MaES	23/07/2025	14x disestablishments 5x establishments
Disability Support Services (DSS)		Changes to DSS to add capabilities, capacity and functions to deliver on our role to be the commissioner, funder and steward of high-quality services that are responsive to disabled people's needs	24/07/2025	118x disestablishments 118x establishments

During this period, the Ministry also undertook two transfer processes under section 86 of the Public Service Act 2020. These transfers involved the movement of the Disability Support Services function from Whaikaha – Ministry of Disabled people to the Ministry. This resulted in the establishment of a branded business unit within the Ministry and the transfer of 210 positions. This change was endorsed through the Cabinet paper dated 4 August 2024, which outlines the rationale for, and scope of, the transfer.

2. *How many times – and what for – have consultants been brought in or used, at any point in regards to restructures (or proposed restructures), in the last year? Which firms have been used.*
3. *Overall, how much has been spent on consultants in relation to restructures in the last year (Please break this down if they were used for different restructures)?*

Inside Consultancy Limited was contracted across the period between 28 July 2024 and 28 July 2025 at a total cost of \$73,200. This organisation provided organisational design support for the Disability Support Services change process, as detailed in **Table 1**.

4. How many post-restructure reviews have been carried out? Please provide any post-restructure review that have been completed in the last year.

No formal post-restructure reviews took place between 28 July 2024 and 28 July 2025. Your request for post-restructure review information is refused under section 18(e) of the Act as these documents do not exist.

5. How much money has been saved, or estimated to be saved through the restructures in the last year?

It is difficult to estimate the total cost savings that have been achieved through the restructures, as there are several downflow savings that cannot easily be quantified and tagged as being directly related to the restructure. For example, savings could include those due to reduced property and facility requirements, lower license costs for software and technology, which is in addition to direct salary costs. On this basis, I am refusing this part of your request under section 18(f) of the Act. To provide you with this information, the Ministry would need to divert personnel from their core duties and allocate extra time to complete this task. The diversion of these resources would impair the Ministry's ability to continue standard operations and would be an inefficient use of the Ministry's resources.

The combined total of the annual salaries for those staff who have been made redundant and left the Ministry since July 2024 is \$14.7 million. These are ongoing costs that the Ministry will not have to budget for in future. The total saved is likely to be more when the downstream costs that have not been quantified are considered.

6. How many roles were disestablished and established through restructuring (including voluntary redundancies) between July 28, 2024 – July 28, 2025.

I refer you to **Table 1** above, which details how many roles were disestablished and established through restructuring between 28 July 2024 and 28 July 2025.

I will publish this decision letter, with your personal details deleted, on the Ministry's website in due course.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with my decision on your request, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Ngā mihi nui



Anna Graham
General Manager
Ministerial and Executive Services