



18 May 2026

Tēnā koe

Official Information Act request

Thank you for your email of 10 April 2026, requesting information about contractors and consultants in 2024 and 2025, and any post-restructure reviews.

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. Some parts have been grouped together for clarity.

OIA on consultants and contractors:

- *Can I please OIA how much was spent on consultants in 2025 and how much was spent in 2024?*
- *Can I please OIA how much was spent on contractors for 2025*

I am providing the breakdown for consultant and contractors for operating costs. The Ministry has been unable to separate capital costs by contractor and consultant within the time available, as this level of detail is not held in the central finance system and would require additional time to complete.

Please let us know if you would like to receive capital costs by contractors and consultants separately and we will process it as a fresh request. To expediate our response, I have provided you with the capital costs for both contractors and consultants below.

A total of \$21.858m was spent on capital costs for contractors and consultants in the 2023/24 financial year while \$12.937m was spent in the 2024/25 financial year.

Consultants Operating Costs

A total of \$46.854m was spent on consultants in the 2023/24 financial year while \$13.319m was spent in the financial year 2024/25 for operating costs.

Contractors Operating Costs

A total of \$43.759m was spent on contractors in the 2023/24 financial year while \$18.895m was spent in the 2024/25 financial year for operating costs.

- *Please list each consultant/consultancy, and*
 - *the amount spent*
 - *and the purpose of the work*

- and duration of their work, for 2025.

Please refer to the **Table 1** in the attached **Appendix** which provides a list of contractors and consultants, purpose of engagement and fees incurred in the 2024/25 financial year.

You will note that the information regarding some individuals is withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

You can also find a similar table on contractors and consultants in the 2023/24 Annual Review at the following link: https://www3.parliament.nz/resource/en-NZ/54SCSSC_EVI_33d5c557-0bed-4c27-6fe1-08dcebf31e9f_SSC10702/a56bac96c94d03a5663aa589a3bef8620fe61b9d.

However please note, a breakdown of contractors and consultants is not provided.

I am refusing your request for the duration of the consultants work under section 18(f) of the Act, as it requires substantial collation. In order 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 greater public interest is in the effective and efficient administration of the public service.

I have considered whether the Ministry would be able to respond to your requests given extra time, or the ability to charge for the information requested. I have concluded that, in either case, the Ministry's ability to undertake its work would still be prejudiced.

OIA on contractors

- *How many contractors were employed in 2025, compared to 2024*
- *How many of these contractors employed in 2025 worked/work at the organisation longer than six months?*

I am refusing the above parts of your request under section 18(f) of the Act, as it requires substantial collation. In order 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 greater public interest is in the effective and efficient administration of the public service.

I have considered whether the Ministry would be able to respond to your requests given extra time, or the ability to charge for the information requested. I have concluded that, in either case, the Ministry's ability to undertake its work would still be prejudiced.

The Ministry does not centrally collate information on contractors. However, as part of the Ministry's onboarding process, there are a number of contractors who may be onboarded into our internal systems. This may not include those who have been engaged as part of a wider work order who do not require system access.

Based on the onboarding process, I can confirm the Ministry engaged 20 contractors in 2024, and 39 contractors in 2025.

From the 39 contractors employed in 2025, we are aware of 15 who had an engagement period that was 6 months or longer.

The Ministry uses contractors to fill short-term needs where it does not have staff with the required expertise available internally or where it is uneconomic to employ a staff member.

- *Please break this number down to the purpose or occupation the contractor(s) were employed for (ie. business analyst, architech) for 2025*

Other than what has been provided to you in Table 1, the Ministry cannot provide a further breakdown on contractors. In order 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. I am therefore refusing above part of your request under section 18(f) of the Act, as it requires substantial collation. The greater public interest is in the effective and efficient administration of the public service.

I have considered whether the Ministry would be able to respond to your requests given extra time, or the ability to charge for the information requested. I have concluded that, in either case, the Ministry's ability to undertake its work would still be prejudiced.

OIA on restructures

1. *Please provide any post-restructure reviews conducted in the last year (from April 4, 2026)*

No formal post-restructure reviews have taken place in the time period you have requested. I am therefore refusing this part of your request under section 18(e) of the Act, on the basis that the requested information does not exist.

2. *Please list the number of restructures conducted in that time frame*
 - *the group the restructure relates to*
 - *and the purpose of the restructure.*

I have interpreted this question as referring to change processes that have resulted in structural changes. I refer you to **Table 2** in the attached **Appendix** for an outline of all change processes in which decisions have been made that have resulted in structural changes between 4 April 2025 to 4 April 2026.

Any change processes that have not been finalised at the time of your request are not included in our response.

3. *Please provide any figures held on the estimated cost and savings of restructuring throughout 2025.*

Redundancy costs in 2025 totalled \$5,068,329.98.

It is difficult to estimate the total cost savings that have been realised through the restructures as there are a number of downflow savings that we cannot easily quantify and tag as being directly related to the restructure (examples could include reduced property and facility requirements, lower license costs for software and technology along with direct salary costs).

However, we can advise that in relation to salary costs, the combined total of the annual salaries for those that have been made redundant from January 1, 2025,

through to 31 December 2025 is \$12.2m. These are ongoing costs that the Ministry will not have to budget for in the future. The real total saved is likely to be much more when considering the downstream costs that have not been quantified.

I will be publishing 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

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A handwritten signature in black ink, appearing to read 'Anna Graham', written in a cursive style.

Anna Graham
General Manager
Ministerial and Executive Services



Appendix

Table 1: A list of contractors and consultants, purpose of engagement and fees incurred for in the financial year 2024/25.

| Supplier Name | Purpose of engagement | Fees incurred |
|---|---|----------------------|
| Consultant | | |
| Accenture NZ Limited | IT support services | \$1,000,906 |
| Ascent Business Consulting Limited | IT support services | \$87,761 |
| Bastion Security Group Limited | IT support services | \$352,818 |
| Broadleaf Capital International Nz Limited | Support for the development of MSD services for the future | \$16,335 |
| Connect Interpreting Limited | General Consulting and Contracting | \$155 |
| Corum Limited | Consulting support for administration services | \$117,250 |
| Cybercx | IT support services | \$72,440 |
| Datasing Limited | Policy and analysis support | \$29,864 |

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| Deloitte Limited | IT support services and social outcome support | \$1,515,511 |
| Department Of Internal Affairs | Consulting support for administration services | \$89,030 |
| Digital Skills Agency Limited | General Consulting and Contracting | \$2,000 |
| Elvi Services Limited | IT support services | \$324,700 |
| Ernst & Young Limited | Disability outcome support | \$1,110,655 |
| Evacuation Now Ltd | General Consulting and Contracting | \$500 |
| Evision Pty Limited (O/S) | General Consulting and Contracting | \$178,193 |
| Expert Procurement Solutions Limited (EPS) | Support for the development of MSD services for the future | \$421,200 |
| Fusion5 Limited | IT support services | \$30,713 |
| Futurepath International | General Consulting and Contracting | \$11,472 |
| Global Research Limited | Disability outcome support | \$75,320 |
| Graceworks Limited | Disability outcome support | \$32,538 |
| Grant Thornton Nz Limited | IT support services | \$150,448 |
| Helix Security Services | General Consulting and Contracting | \$6,487 |
| Impac Services Limited | General Consulting and Contracting | \$1,155 |

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| Impact Group | General Consulting and Contracting | \$6,832 |
| Infometrics Ltd (1 Of 2) | Delivery support services | \$49,900 |
| Informatica Australia Pty Ltd | Policy and analysis support | \$16,600 |
| Integrationworks | IT support services | \$36,758 |
| Inzight Analytics Ltd | General Consulting and Contracting | \$9,401 |
| Jenny Williams Consulting Limited | Delivery support services | \$22,600 |
| JLL | General Consulting and Contracting | \$3,360 |
| K-1 Evacuation & Safety Consultants Limited | General Consulting and Contracting | \$225 |
| Section 9(2)(a) | General Consulting and Contracting | \$155 |
| Keith McLeod Consulting | Policy and analysis support | \$52,500 |
| KPMG | Social outcome support | \$199,950 |
| Layer 9 Information Security | IT support services | \$50,159 |
| Martin, Jenkins & Associates Limited | Policy and analysis support | \$402,011 |
| Mchale Group Ltd | IT support services and support for the development of MSD services for the future | \$54,544 |
| Merative US L.P. | IT support services | \$81,375 |

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| Ministry Of Business Innovation & Employment (MBIE) | General Consulting and Contracting | \$5,710 |
| Nicholson Consulting Ltd | Policy and analysis support | \$59,590 |
| Ninedots | IT support services | \$21,120 |
| Objective Corporation Limited | General Consulting and Contracting | \$5,000 |
| Opportune Consulting Limited | General Consulting and Contracting | \$9,120 |
| Oracle New Zealand | General Consulting and Contracting | \$7,557 |
| Pricewaterhousecoopers | Disability outcome support | \$38,250 |
| Pricewaterhousecoopers Consulting (New Zealand) LP | Support for the development of MSD services for the future | \$4,117,802 |
| Privsec Consulting Limited | Assurance and governance support | \$364,374 |
| Section 9(2)(a) | General Consulting and Contracting | \$260 |
| SAS Institute (NZ) Limited | Policy and analysis support | \$144,211 |
| Shea Pita And Associates Limited | Social outcome support | \$49,999 |
| Section 9(2)(a) | General Consulting and Contracting | \$1,500 |
| Stanley St Ltd | General Consulting and Contracting | \$3,403 |
| Talent Solutions Limited | Recruitment Services | \$101,799 |
| Taylor Fry Pty Ltd | Policy and analysis support | \$667,600 |

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| Tenzing Limited | Policy and analysis support | \$1,040,978 |
| The Backbone Collective | General Consulting and Contracting | \$2,000 |
| Thinkplace Ltd | Social outcome support | \$69,625 |
| Tranquil IT Limited | IT support services | \$253,261 |
| Tutu Kaka Consultants | Social outcome support | \$16,750 |
| Name Withheld 15 | General Consulting and Contracting | \$1,800 |
| Wcc Group Bv | General Consulting and Contracting | \$9,942 |
| Zusammen Limited | Disability outcome support | \$60,000 |
| Contractor | | |
| Absolute It | Support for the development of MSD services for the future | \$288,309 |
| All Is For All | Disability outcome support | \$145,370 |
| Beyond Recruitment- Wellington | Recruitment services | \$1,481,856 |
| Boost | General Consulting and Contracting | \$3,200 |
| Name Withheld 1 | Support for the development of MSD services for the future | \$20,750 |
| Comspek International Limited | IT support services | \$508,786 |
| Section 9(2)(a) | General Consulting and Contracting | \$6,000 |

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| Demos And Data Limited | General Consulting and Contracting | \$8,200 |
| Name Withheld 2 | General Consulting and Contracting | \$7,500 |
| Forte Recruitment Limited | Recruitment services | \$492,536 |
| Gore Women'S Refuge Incorporated | General Consulting and Contracting | \$1,802 |
| H2R Limited | General Consulting and Contracting | \$10,357 |
| H2R Technology Limited | Recruitment Services | \$96,939 |
| Hardwired Holdings Limited | General Consulting and Contracting | \$500 |
| Hays Specialist Recruitment (Australia) Pty Ltd | Recruitment Services | \$533,228 |
| Section 9(2)(a) | General Consulting and Contracting | \$5,000 |
| Hudson Global Resources (NZ) Limited | Recruitment Services | \$75,941 |
| Section 9(2)(a) | Support for the development of MSD services for the future | \$94,831 |
| Jacksonstone & Partners Limited | Recruitment Services | \$487,432 |
| Name Withheld 5 | General Consulting and Contracting | \$1,860 |
| K2 Environmental Ltd | General Consulting and Contracting | \$130 |
| Section 9(2)(a) | General Consulting and Contracting | \$2,000 |
| Section 9(2)(a) | General Consulting and Contracting | \$760 |

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| Likemind Limited | IT support services | \$34,843 |
| Lisa Richardson - Diagrammable | General Consulting and Contracting | \$3,099 |
| Now Procure It Limited | General Consulting and Contracting | \$2,400 |
| Optic Digital | IT support services | \$446,328 |
| Pacific Research & Evaluation Limited | General Consulting and Contracting | \$10,000 |
| Parker Bridge NZ | Recruitment Services | \$184,055 |
| People First New Zealand Incorporated | General Consulting and Contracting | \$660 |
| Section 9(2)(a) | Support for the development of MSD services for the future | \$24,000 |
| Phone Plus 2000 Ltd_01 | General Consulting and Contracting | \$2,470 |
| Place Recruitment Limited | Recruitment Services | \$19,198 |
| Placeme It Recruitment Limited | Recruitment Services | \$289,258 |
| Potentia Limited | Recruitment Services | \$95,865 |
| Potentia Wellington Limited | Recruitment Services | \$611,069 |
| Presto Resourcing Options Ltd | Recruitment Services | \$415,048 |
| Section 9(2)(a) | Assurance and governance support | \$47,753 |
| Ranch Consulting Limited | Support for the development of MSD services for the future | \$22,000 |
| Randstad Digital NZ Limited | Recruitment Services | \$403,640 |

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| Recruit It | Recruitment Services | \$204,794 |
| Resync Consulting Limited | IT support services | \$353,072 |
| Section 9(2)(a) | Support for the development of MSD services for the future | \$30,000 |
| Section 9(2)(a) | General Consulting and Contracting | \$3,395 |
| Starfish Consulting Limited | IT support services | \$408,313 |
| Section 9(2)(a) | Policy and analysis support | \$48,978 |
| Talent Aotearoa Limited | Recruitment Services | \$1,416,021 |
| Talent International (NZ) Limited | Recruitment Services | \$16,488 |
| Taska 360 | IT support services | \$156,323 |
| Teksystems | IT support services | \$365,275 |
| The Testing Consultancy Limited | IT support services | \$241,758 |
| Triple One Care | General Consulting and Contracting | \$125 |
| Younity Limited | IT support services | \$678,454 |
| Contractor and Consultant | | |
| Allfields Customised Solutions | IT support services | \$726,997 |
| Colliers Project Leaders Nz Limited | General Consulting and Contracting | \$5,995 |

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| Datacom Systems Limited | IT support services | \$2,136,210 |
| Dentons Kensington Swan (Lawyers) | General Consulting and Contracting | \$12,640 |
| Info By Design | Consulting support for administration services | \$135,025 |
| Integri-T | Support for the development of MSD services for the future | \$195,240 |
| Linq | General Consulting and Contracting | \$8,375 |
| Maven Consulting Ltd | Support for the development of MSD services for the future | \$78,634 |
| Middleware NZ Limited | IT support services | \$2,194,308 |
| Momentum | Recruitment Services | \$350,144 |
| Robert Walters NZ Limited | Recruitment Services | \$2,075,049 |
| Spark New Zealand Trading Limited | Delivery and IT support services | \$674,258 |
| Other adjustments | | |
| Accounting adjustments / recoveries | | \$-851,819 |
| Total Contracting and Consulting Spend | | \$32,214,497 |

Table 2: Outline of all structural change processes between 4 April 2025 to 4 April 2026 by decision date.

| Business group | Name of change | Detail | Decision date |
|--|--|---|----------------------|
| Organisational Assurance and Communication | Workplace Integrity | A review of the business need to ensure appropriate support arrangements. | 30/05/2025 |
| Service Delivery | Housing and Systems Performance and Improvement change | Establishment of a new permanent structure to support enablement functions and housing-related activities | 1/06/2025 |
| People Group | Business Partnering and Workforce Strategy | Alignment of transformation and business-as-usual strategic HR support to improve clarity and effectiveness. | 12/06/2025 |
| Organisational Assurance and Communication | Information, Security and Identity (ISI) and Ministerial and Executive Services (MaES) | A review of the Information, Security and Identity (ISI) and Ministerial and Executive Services (MaES) structures to ensure effective support and alignment. | 23/07/2025 |
| Disability Support Services (DSS) | Review of the Disability Support Services structure | Change to the way we are organised to ensure we have the necessary focus, capacity, and capability within the group, to enable us to deliver on the work programme ahead. | 24/07/2025 |
| Transformation Group | Transformation Group and MSD – services for the future | A review to improve role clarity, coordination, and capability alignment, and to strengthen integrated programme management and delivery | 5/8/2025 |
| MSD Leadership Team | Multiple | Alignment of functions and resources across MSD | 5/8/2025 |

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| People and Capability | Improvement, Systems and Technology group wide reviews | Changes to enable IST to adapt to new ways of working and building the right capabilities to deliver on priorities now and MSD services for the future. | 3/11/2025 |
| Service Delivery | Service Delivery Portfolio Change | Establishment of a team that brings together all service improvement and change implementation roles in Service Delivery called Service Improvement and Delivery | 11/12/2025 |
| People and Capability | People Experience team review | A review of team alignment and reporting arrangements to support clarity, effectiveness, and organisational priorities. | 28/01/2026 |
| Policy | Establishment of Transformation Policy team | Establishment of a Transformation Policy team to support MSD Services for the Future. | 23/02/2026 |
| Policy | Changes to the Delivery of National Office Regional Public Service Leadership Framework (RPSLF) Function | A review of the Regional Public Service Leadership Framework function to ensure clear accountability and efficient support for Regional Public Service Commissioners and their teams. | 16/03/2026 |