



13 September 2024

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Ref: OIA-2024/25-0165

Dear [REDACTED]

**Official Information Act requests relating to 2024 change processes for DPMC and NEMA**

Thank you for your two Official Information Act 1982 (the Act) requests both received on 16 August 2024. You addressed the same request to the Department of the Prime Minister and Cabinet (DPMC) and to the National Emergency Management Agency (NEMA), which is a departmental agency hosted by DPMC. This response covers both DPMC and NEMA.

You requested [numbering added for ease of reference]:

*“Can I please request the following information under the Official Information Act:*

*Regarding the 2024 change processes:*

- [1] How many roles have been or will be disestablished overall? How many have been established?*
- [2] Any communication internally regarding concerns on the impact to the frontline from March 1 to August 16 2024*
- [3] Any communication between management and leadership regarding leaks around the change process, from March 1 to August 16 2024*
- [4] All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process.*
- [5] How much has been spent on leadership leaving/arriving events or parties in 2024?*
- [6] How much has been saved on the contractors and consultant spend through the change process?*
- [7] How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?*
- [8] The change process decision document*
- [9] Any reviews conducted after the change process was implemented, regarding the change process.”*

Your request relates to the 2024 change process which we have understood to be about change processes relating to the fiscal sustainability programme initiated as part of the Budget 2024 process. On 21 August 2024 we sought to clarify the timeframes for your request. We do not appear to have received a response to you so have used the timeframes you have provided for some questions, the 2024 calendar year where appropriate, and the financial year where the information relates to financial information.

Please find attached the following documents as set out in the table below:

Item	Date	Document description	Decision
Item 1	18/04/2024	Aide-Mémoire: Department of the Prime Minister and Cabinet - Budget 2024 Impact Analysis	Release with some information withheld under: s9(2)(a) s9(2)(f)(iv) s9(2)(g)(i)  Some information not in scope of the request.
Item 2	15/04/2024	Disestablishment of the Strategy Unit: Consultation Proposal	Release in full.

As noted in the table and on the documents themselves, some information has been withheld under the following sections of the Act:

- section 9(2)(a), to protect the privacy of individuals.
- section 9(2)(f)(iv), to maintain the confidentiality of advice tendered by or to Ministers and officials.
- section 9(2)(g)(i), to maintain the effective conduct of public affairs through the free and frank expression of opinion.

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to outweigh the reasons for withholding that information.

I have responded to each of your questions below.

*[1] How many roles have been or will be disestablished overall? How many have been established?*

I have interpreted this question as relating to implementation of the Government's Budget 2024 fiscal sustainability programme. DPMC disestablished twelve roles. No roles were disestablished at NEMA.

The disestablishment of the Strategy Unit was the only formal change process that has been undertaken. The Strategy Unit was disestablished (six roles, four of which were vacant at the time the unit was disestablished). There were no redundancies as a result of this change. The two remaining employees have secured interim fixed-term roles within DPMC. The other roles were vacant.

The Implementation Unit was disestablished (six roles, three of which were vacant and one which was temporarily filled by a secondee). This was an informal consultation process as this involved a direct reassignment of the two fixed-term incumbents and the secondee into the newly established Delivery Unit. The other roles were vacant. All roles in the Delivery Unit are fixed term.

*[2] Any communication internally regarding concerns on the impact to the frontline from March 1 to August 16 2024*

No DPMC or NEMA front-facing roles have been impacted by the 2024 change processes as part of the government fiscal sustainability programme. We have understood "frontline" to be in relation to "front-facing roles" where the role is to directly interact with members of the

general public. Accordingly, this part of your request is refused under section 18(e) of the Act on the basis the information does not exist.

[3] *Any communication between management and leadership regarding leaks around the change process, from March 1 to August 16 2024*

There were no leaks at DPMC or NEMA relating to the 2024 change processes as part of the government fiscal sustainability exercise. No relevant communications have been identified. Accordingly, this part of your request is refused under section 18(e) of the Act on the basis the information does not exist.

[4] *All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process.*

We have interpreted this part of your request to relate to communications with the Prime Minister. The only information identified as relevant to this part of your request, is an Aide-Mémoire (18 April 2024) “*Department of the Prime Minister and Cabinet - Budget 2024 Impact Analysis*”. This has been released to you as Item 1.

[5] *How much has been spent on leadership leaving/arriving events or parties in 2024?*

I have interpreted your request as relating to the DPMC Executive Leadership Team changes from 1 January 2024 to 16 August 2024 (the date of your request). DPMC welcomed its new Chief Executive at a formal pōwhiri attended by more than 120 staff at a cost of \$523.50. An Acting Executive Director of the National Security Group was welcomed by staff at a cost of \$507.41.

I would note that neither of these welcoming events were related to the fiscal sustainability programme.

[6] *How much has been saved on the contractors and consultant spend through the change process?*

DPMC reduced the amount budgeted for contractors and consultants in 2024/25 by \$366,000 as a result of the Budget 2024 fiscal sustainability programme.

[7] *How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?*

DPMC and NEMA employees have access to confidential and professional short-term counselling through our Employee Assistance Programme (EAP). We receive information from our EAP provider quarterly. As a result, we can only respond to this question within the timeframe of 1 April – 30 June 2023 and the corresponding period in 2024. The data for these periods is set out in the table below.

EAP data provided by Vitae – EAP provider for DPMC and NEMA			
	Number of new cases	Number of staff	Utilisation rate
1 April – 30 June 2023	20	467	4.28%
1 April – 30 June 2024	10	438	2.28%

*[8] The change process decision document*

As noted in Question 2 above, there has only been one formal change process as part of the fiscal sustainability programme in DPMC. The only change process document is *Disestablishment of the Strategy Unit: Consultation Proposal* (15 April 2024). This has been released to you as Item 2.

*[9] Any reviews conducted after the change process was implemented, regarding the change process.*

There have been no reviews after the Strategy Unit change process conducted by DPMC, and no change was undertaken by NEMA. Accordingly, this part of your request is refused under section 18(e) of the Act on the basis the information does not exist.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on DPMC's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward  
**Executive Director**  
**Strategy, Governance and Engagement**



# Aide-Mémoire

## DEPARTMENT OF THE PRIME MINISTER AND CABINET - BUDGET 2024 IMPACT ANALYSIS

<b>To:</b>	Rt Hon Christopher Luxon, Prime Minister		
<b>From:</b>	Clare Ward, Executive Director, Strategy, Governance and Engagement	<b>Date:</b>	18/04/2024
<b>Briefing Number:</b>	DPMC-2023/24-1075	<b>Security Level:</b>	<del>BUDGET SENSITIVE</del>

### Purpose

1. This paper provides a high-level update on the likely impacts of the Budget 2024 savings package for the Department of the Prime Minister and Cabinet (DPMC) and the steps taken to mitigate and manage them.

### DPMC has an implementation pathway to secure savings

2. Since our most recent advice to you on Budget 2024 options [DPMC-2023/24-949 refers] and confirmation of Budget decisions, we have prepared an implementation pathway to secure the savings identified. The savings are consistent with your desire to focus DPMC on its core role.
3. The savings will reduce the baseline by [REDACTED] across the Vote: \$3.244m for DPMC appropriations, s9(2)(f)(iv), s9(2)(g)(i)  
[REDACTED]

### Internal changes have been activated

4. Budget 2024 initiatives that require human resources processes are underway:
  - the Implementation Unit has been disestablished and the Delivery Unit established
  - disestablishment of the Strategy Unit (staff consultation is underway)
5. The agreed transfer of the Child Wellbeing and Child Poverty Reduction Group to the Ministry of Social Development takes place on 25 April 2024 and staff consultation is complete. The reduction in the baseline funding that was agreed in relation to this transfer will be confirmed in the Budget 2024 package, along with other appropriation changes.
6. A comprehensive review of DPMC's capability, operating model, staffing and corporate services requirements is in the planning stage.

Released under the Official Information Act 1982



[Not in Scope]

**Other changes with external impacts are underway or will be after Budget 24**

11. External impacts under activation include:

- reduction in funding for contractors, consultants, sponsorships and externally-procured services. These will be managed on a case-by-case basis with the relevant business unit and removed from internal budgets, and

[Not in Scope]

12. External impacts to be managed after Budget day on 30 May 2024 are shown below.

*Table 2: External changes to be managed*

Initiative	Progress
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[Not in Scope]

[Not in Scope]

s9(2)(f)(iv), s9(2)(g)(i)

### Next steps

16. DPMC will keep you informed of progress on implementing the Budget 2024 package.

Contact for telephone discussion			
Name	Position	Telephone	1st contact
Ben King	Chief Executive	s9(2)(a)	✓
Clare Ward	Executive Director, Strategy, Governance and Engagement		





**DEPARTMENT OF THE  
PRIME MINISTER AND CABINET**  
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

# Disestablishment of the Strategy Unit

## Consultation Proposal

15 April 2024

Released under the Official Information Act 1982

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## Purpose

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This document outlines:

- a proposed approach to disestablish the Strategy Unit. The intention is for full transparency throughout this process, to implement this proposed action in a seamless manner and with committed support provided to the impacted individuals.
- how the impacted individuals can give feedback on this proposal, and
- the next steps and indicative timeline.

## Strategy Unit

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The Strategy Unit is part of the Policy Advisory Group. It is a small team of interdisciplinary staff which focusses on the delivery of a small number of long-term, cross-government strategic policy projects. These projects are related to areas of public policy that are relevant to New Zealand, and are a combination of strategic, unexplored and important or potentially transformational. The programme of work comprises a combination of long-term self-directed projects from horizon scanning, and Prime Minister directed projects.

## Background and Rationale for the Proposed Disestablishment

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This function was established in 2019 when the Prime Minister at the time directed DPMC to create a new Strategy Unit within the Department. The Government has subsequently been clear on its desire to shift the balance of priorities from strategy to the delivery of results. This has resulted in the decision to disestablish the Strategy Unit and the establishment of the Delivery Unit (DU).

## Proposal

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Given this decision, we are proposing to disestablish the Strategy Unit.

This consultation relates to the proposed approach to implement this decision.

## Proposed impact on roles

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In accordance with the [DPMC Change Management Policy](#), set out in the table below are the roles proposed to be disestablished:

*Table 1: Proposed Positions to be Disestablished*

Position title	Reports to	Current status
Director, Strategy Unit	Deputy Chief Executive, Policy	Vacant
Advisor, Strategy Unit	Director, Strategy Unit	Filled
Advisor, Strategy Unit	Director, Strategy Unit	Filled
Advisor, Strategy Unit	Director, Strategy Unit	Vacant
Advisor, Strategy Unit	Director, Strategy Unit	Vacant
Advisor, Strategy Unit	Director, Strategy Unit	Vacant

## Change Management and Implementation Process

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If the proposal outlined in this document is implemented, the change process for the disestablished roles would be as follows.

**Redeployment:** This means an offer of a suitable alternative position elsewhere within the DPMC or NEMA structure or elsewhere in the public sector. DPMC will work with each impacted individual and support you with your next career steps.

We recognise that you are currently seconded to another unit within DPMC. We will proactively engage with you in a timely manner.

Potential redeployment opportunities may include:

DPMC: 4864542

- a vacant position in DPMC or NEMA if you have the relevant skills and expertise to carry out the role; or
- a vacant position elsewhere in the public sector if you have the relevant skills and expertise to carry out the role.

**Redundancy:** If you are not successfully redeployed within DPMC or NEMA, or elsewhere in the public sector, then redundancy is offered as a last resort. Where this is the outcome of the change process for an employee, redundancy will occur in accordance with the terms of your employment agreement, with any redundancy compensation being subject to section 88 of the Public Service Act 2020.

## Consultation Process

Consultation is your opportunity to provide your comments and feedback regarding the implementation of this proposed change. We encourage you to review your individual letter along with the information in this document, give your feedback and/or seek clarification during the consultation period.

All feedback will be treated confidentially, and will be reported as attributable themes only. If you wish your feedback to remain confidential, you may ask that it is not shared.

Please provide any feedback in writing to [victoria.vasquez@cass.govt.nz](mailto:victoria.vasquez@cass.govt.nz), HR Business Partner by 12:00pm, Monday, 29 April 2024.

Your feedback does not need to be lengthy and can be done individually or as a group. It can also include any independent advice you have sought.

## Proposed Timeline and Next Steps

Below are the next steps and an indicative timeline:

Table 4: Proposed Timeline

Activity	Indicative dates
Proposal presented and individual letters provided	Monday, 15 April 2024
Consultation period Email all feedback to <a href="mailto:victoria.vasquez@cass.govt.nz">victoria.vasquez@cass.govt.nz</a> <i>HR Business Partner</i>	Monday, 15 April 2024 to Monday, 29 April 2024 Consultation closes 12:00pm on Monday, 29 April 2024
Feedback considered	Monday, 29 April 2024 to Friday, 3 May 2024

Decision announced	Monday, 6 May 2024
Implementation	Friday, 28 June 2024

## Support available

We understand that this change process can be challenging and daunting. We are committed to providing help to you through the entire change process as your well-being is of primary importance.

If you have any questions about this proposal, please discuss these with me or you may email these to [victoria.vasquez@cass.govt.nz](mailto:victoria.vasquez@cass.govt.nz).

Some frequently asked questions (FAQs) are provided in Appendix 1.

You are welcome to seek your own independent advice regarding this proposal and to have a representative or support person present at any meetings regarding it.

If you would like any support, please:

- Talk with Janine Smith or Victoria Vasquez.
- EAP is a confidential counselling service available for you. We encourage you to access their services to discuss any issues that emerge as a result of these decisions for change. They may be contacted on:
  - 24 Hour Free Phone: 0508 664 981
  - Email: [assistance@vitae.co.nz](mailto:assistance@vitae.co.nz)
  - Internet: [www.vitae.co.nz](http://www.vitae.co.nz)
  - Online referral: [Counselling referral form](#) | [Contact us](#) | [VitaeContact us](#) | [Vitae - Auckland](#)

## Appendix 1: FAQs about the process

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### **What is the purpose of consultation?**

The purpose of consultation is to give you time to reflect on the proposal, consider the implications, and ask questions if there are areas you want to clarify.

This consultation relates to the proposed approach to implement this decision.

### **What should I provide feedback on?**

We want to hear your feedback on the proposed process for implementing this change. Your feedback can take the form of comments, suggestions, or questions.

### **Do I have to provide feedback?**

There is no requirement to provide feedback but we hope that you will take the opportunity to be involved in ensuring we continue to deliver the best possible outcomes for New Zealanders.

### **I don't understand some of the information provided. What can I do?**

If you are not sure about something, please ask questions rather than making assumptions. Please discuss these with me or you may email these to [victoria.vasquez@cass.govt.nz](mailto:victoria.vasquez@cass.govt.nz).

We want to ensure that you fully understand the proposed change. If you are unable to obtain an answer to your question, please submit it as feedback.

### **I need more time to think about this.**

Please advise me if you believe you require more time to prepare your feedback.