



17 September 2025



Ref: OIA-2025/26-0136

Tēnā koe 

Official Information Act request relating to recent change proposal

Thank you for your Official Information Act 1982 (the Act) request, received on 27 August 2025. You requested:

May I please request a copy of your recent change proposal, all feedback from the consultation and the final decision document on the restructure.

May I also have a copy of your new organisation chart for the new structure and your prior organisation chart showing the structure before the change.

Organisational change at DPMC

The Department of Prime Minister and Cabinet (DPMC) is currently undergoing an organisation change process expected to continue through October and November which will reduce DPMC's structure from a headcount of 247 to 229 roles, a net reduction of 18 positions. Of the roles being disestablished, around 20 were vacant at the time the final decisions were being made. Final decisions relating to DPMC's structure were shared with staff in early July and a transition process is underway.

The proposed changes affect all DPMC groups, including Government House, Cabinet Office, Policy Advisory Group and Delivery Unit, National Security and Resilience, and Corporate Functions.

Decision regarding your request

Your request for a 'copy of your recent change proposal, all feedback from the consultation and the final decision document on the restructure and a copy of the new organisational structure' is refused in full under the following sections of the Act:

- s6(a), to protect the security or defence of New Zealand
- s9(2)(a), to protect personal privacy
- s9(2)(ba)(i), to protect information which is subject to an obligation of confidence and would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied.

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.

At the conclusion of the change process, public versions of the change proposal document and the final decisions document will be proactively released on the DPMC website here: [Publications | Department of the Prime Minister and Cabinet \(DPMC\)](#).

In relation to our previous organisational structure, DPMC does not hold organisational charts of the previous structure of DPMC. Therefore, I am refusing this part of your request under section 18(e) of the Act, as the document requested does not exist.

The publicly available Briefing to the Incoming Prime Minister contains an overview of DPMC's previous structure (page 9). You can access this document on DPMC's website: [Proactive Release: Briefing to the Incoming Prime Minister - February 2024 - Department of the Prime Minister and Cabinet](#).

To provide you with some information while the organisational change processes are being finalised, I have decided to release summaries to you under section 16(1)(e) of the Act.

Below are summaries aligned to each business unit at DPMC with some of the changes and consultation feedback given.

Office of the Chief Executive (OCE)

- Added a Chief Finance Officer and a team of three (Finance Business Partner, two Accountants).
- Reporting lines adjusted; Kaihautū role resized to part-time with budget for contracted resources if needed.

Feedback:

- There was some discussion around the Kaihautū role being reduced to part-time and whether this was sufficient resourcing.
- The final decision was to proceed with the part-time Kaihautū model with budget to contract further resource when required.

Policy Advisory Group (PAG) and Delivery Unit

- Establishment of a Director PAG Workforce role.
- Two additional PAG advisor roles to be added.

Feedback:

- Only a small number of submissions were received, suggestions were made to integrate PAG more with DPMC for better collaboration and advice
- Broad support from the group for the additional roles.

Corporate Group

- The Director Corporate Enablement portfolio was reduced by adding two new Manager roles: Manager - People, Culture, and Communications, and Manager - Governance and Corporate Operations.
- The Director Corporate Assurance and Chief Legal Advisor roles were merged to balance spans of control.

Feedback:

Variations of Corporate organisation structure designs:

- This area received the most submissions, with proposals for reworked models blending elements of the proposed designs options and new ideas.
- Feedback on resourcing was mixed, with some suggesting it was too high or too low, but there was consensus on the need for increased insourcing HR and Finance resourcing with several benefits identified.
- Of the three proposed leadership options (DCE Corporate and Chief People officer, DCE Corporate and Chief Financial Officer and DCE Corporate Enablement), the DCE Corporate and Chief People Officer model, with modifications based on feedback was selected. This model emphasises workforce leadership and aligns with trends in other organisations.

Support for bringing shared service functions in-house (DPMC utilises Central Agencies Shared Services (CASS) for several cooperate functions):

- There was consistent support for insourcing strategic HR and Finance functions from CASS into DPMC, with several benefits identified.
- Feedback also suggested considering a longer-term plan for insourcing other functions, such as IT and Information Management.

National Security and Resilience (NSR)

- Within NSR, the National Security Policy Coordination team will move away from the siloed and theme-focussed way it has previously operated.
- The small theme-specific groups (including counter terrorism and foreign interference) have been disestablished and replaced with policy groups that work across all national security themes.
- Disestablishment of the Joint Office, with some roles added to Corporate Functions.

Feedback:

- Staff feedback strongly supported the merger of National Security Group (NSG) and the Risk and Systems Governance Group (RSGG) under a centralised model.
- Feedback on disestablishing coordination siloes and roles to form a coordination group was mixed. Some saw it as a positive step to address evolving threats, while others raised concerns about maintaining strategic coordination.
- Opinions on reducing Principal Advisor roles and increasing Advisor roles were divided. Some supported it as a way to grow talent, while others questioned whether there was enough work for Advisors.
- Suggestions included adjusting reporting lines, such as having units report directly to the Chief Executive, though concerns about resource constraints were noted.
- Support was noted for combining resilience and risk policy functions, but clarity on roles, responsibilities, prioritisation, and long-term vision was emphasised.

Government House Auckland

- No change to the use of Government House, Auckland is anticipated as a result of this change process. While the organisational structure has changed, there is no change in the level of support or resourcing given to the Governor-General's Auckland programme or use of Government House, Auckland.
- Two Auckland-based roles have been disestablished with the equivalent roles being established in Wellington. This is to maximise use of organisational resources with the majority of the Governor-General's duties of office and programme being based in Wellington.
- DPMC staff will travel to Auckland as required.
- A further Auckland position has been disestablished, with a new role established in its place to reflect this change.

Feedback relating to Government House Auckland:

- Feedback on disestablishing roles based at Government House, Auckland was mixed. Some supported reallocating resources to Wellington, where most of the Governor-General's programme occurs, while others raised concerns about increased travel demands on Wellington staff and the effect of reduced Auckland staffing would have on security and property maintenance.

Government House Wellington

- Manager Events and Engagement and Manager Services roles will be disestablished, and a (fixed term) Crown Operations Manager role will be established.

Feedback related to Government House, Wellington:

- Questions were raised about changing the Diary and Invitations Coordinator role, but there was broad support for disestablishing the Manager Engagement and Events and Manager Services roles, as they are no longer essential.
- The creation of two senior Front of House roles in Wellington was supported, but it was suggested that one lead role overseeing the others would improve coordination and career development.

Cabinet Office

- Our initial proposal did not include substantive changes for the Cabinet Office, which has been carrying a number of vacancies. Those positions will be retained with the exception of a vacant Principal Advisor role in the Constitutional and Honours team, which will be disestablished.

Feedback:

- Only a small number of submissions were received, which suggested job title changes to some roles.

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.

Nāku noa, nā



Alan Cassidy
Deputy Chief Executive, Corporate and Chief People Officer