



13 February 2026

Ref: OIA-2025/26-0478

Tēnā koe

Official Information Act request relating to OIA volumes, resourcing and trends

Thank you for your Official Information Act 1982 (the Act) request, which was received by the Department of the Prime Minister and Cabinet (DPMC) on 29 January 2026. You requested:

“For each of the financial years 2019/20, 2020/21, 2021/22, 2022/23, 2023/24, and 2024/25 (to date), please provide the following information held by your department:

1. *The total number of Official Information Act requests received.*
2. *The total number of Official Information Act requests completed.*
3. *The number of requests for which an extension was taken.*
4. *The number of requests not completed within statutory timeframes (after any extensions).*
5. *Any estimates, records, or internal reporting you hold on:*
 - a. *staff hours, FTE, or dedicated teams involved primarily in processing Official Information Act requests; and/or*
 - b. *the cost of processing Official Information Act requests.*
6. *Any internal briefings, reports, or guidance documents that discuss:*
 - a. *increases or decreases in Official Information Act request volumes;*
 - b. *the use of templated, bulk, repeat, or coordinated requests; or*
 - c. *(if considered) the impact of automated or AI-assisted requests on Official Information Act workloads.*

If any of the above information is already publicly available (for example, in annual OIA statistics), please provide links and supply any additional analysis or internal material not published.

If parts of this request are likely to be refused under the Act, I ask that the remainder be released.”

We have interpreted your request to be for information for the period 1 July 2019 – 30 June 2025 in relation to DPMC’s processing of requests made under the Act.

Information related to the processing of Written Parliamentary Questions, Ministerial Correspondence, and Ombudsman Investigations; requests made under the Act to the National Emergency Management Agency (NEMA), which was a departmental agency previously hosted by DPMC; and DPMC’s administrative support to the Prime Minister’s Office, including assistance with processing requests under the Act for the Prime Minister, Minister for National Security and Intelligence, and any other portfolio Ministers as applicable, has been excluded.

Parts 1-4

The data in scope of these parts of your request for the period 1 July 2019 – 30 June 2025 is publicly available on the Public Service Commission's website:

<https://www.publicservice.govt.nz/guidance/official-information/oia-statistics>.

Accordingly, I am refusing Parts 1-4 of your request under section 18(d), as the information is publicly available. For your awareness, the reporting definition used by the Public Service Commission is "requests received and completed" (a combined metric).

With respect to the part of your request for "any additional analysis or internal material not published," we have taken this to exclude internal documents that contain the same data that is publicly available at the above link. For completeness, I note that we have not identified any internal documents that include additional commentary on the data, beyond what is provided in our response to the remaining parts of your request below.

While not in scope of these parts of your request, we note that you may be interested in the Ombudsman's report on DPMC's timeliness, available on the Ombudsman's website at the following link:

<https://www.ombudsman.parliament.nz/resources/oia-timeliness-department-prime-minister-and-cabinet-te-tari-o-te-pirimia-me-te-komiti>.

Part 5

Information related to this part of your request is publicly available as part of the answers DPMC provided for the pre-hearing questionnaire for our 2023/24 Annual Review. I refer you to the answer to Question 55, which is available at the following link:

https://www3.parliament.nz/resource/en-NZ/54SCGOA_EVI_6e98c62c-f3ab-41ab-b3eb-08dd0731b318_GOA31350/29a2602168d83d200fc4ad36c9a39f772a1a1061.

For the 2024/25 financial year, the relevant additional information is provided below:

- As at 30 June 2025, the team had four full-time Seniors/advisers, a coordinator, a lead adviser and a manager, all located in Wellington. The total cost for the team in 2024/25 was \$1,203,356.

Part 5b of your request is refused under section 18(e) as the information does not exist. For your awareness, and as set out in our annual review answers, this is because we do not specifically report on "the cost of processing Official Information Act requests" as a separate line item, given the team that processes requests under the Act also has a range of other responsibilities.

Part 6

A number of documents include information relevant to Part 6a of your request. As the majority of the information contained in these is not in scope of your request, I have decided to provide the relevant parts to you as extracts, as permitted under section 16(1)(e) of the Act. These extracts are in Appendix 1. The exception to this is Item 8 in the table below, which I am releasing to you as an attachment. Out of scope material is marked accordingly in the document.

Information being released

Item	Date	Document description	Decision
1	28 October 2021	Quarter 1 Report 2021/22 for ELT Board Meeting	Release relevant parts as extracts.
2	3 May 2022	Quarter 3 2021/22 for ELT Board Meeting	
3	27 July 2022	Quarter 4 Report 2021/22 for ELT Board Meeting	
4	6 September 2022	Memo: Assessment of DPMC OIA Response Results Jan-Jun 2022	
5	14 September 2022	Supporting Sustainable Response Times to Official Information Act Correspondence	
6	19 October 2022	Quarter 1 Report 2022/23 for ELT Board Meeting	
7	22 February 2023	Quarter 2 Report 2022/23 for ELT Board Meeting	
8	April 2023	Ministerial Services Capacity Forecasting & Planning (prepared for DPMC by Maven)	Release relevant parts.
9	26 April 2023	Quarter 3 Report 2022/23 for ELT Board Meeting	Release relevant parts as extracts.
10	29 July 2025	Quarter 4 Report 2024/25 for ELT Board Meeting	

Parts 6b and 6c of your request are refused under section 18(e) of the Act. This is because, despite reasonable efforts to locate such information through searches of DPMC's information management systems, none has been found.

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 the Department of the Prime Minister and Cabinet'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



Annabel Ritchie
Acting Deputy Chief Executive, Corporate and Chief People Officer

Appendix 1 – Information in scope of Part 6a

The extracts below are provided to you in line with section 16(1)(e) of the Act. Where the extract itself includes text that is out of scope, this is indicated by three italicised dots in square brackets ([...])

Item 1: Quarter 1 Report 2021/22

Section 3 – Official Information Act (OIA) dashboard

- There continue to be high volumes of work for the Ministerial Services team, with a particular increase in the number of [...] departmental OIA responses sent during Quarter 1. The number of OIA requests received also continued to grow over the last quarter, peaking in September 2021.
-

Item 2: Quarter 3 Report 2021/22

Official Information Act dashboard

- While overall volumes sent decreased over the last quarter, primarily due to the holiday period and House not sitting in January, they remain high. The number of items sent in March 2022 is consistent with November 2022 and the number of OIA requests received during Quarter 3 is higher than the same period in previous years. These figures indicate that volumes will continue to be high over the coming months.
 - Timeliness rates in Quarter 3 decreased [...]. These rates reflect the increase in volumes.
 - Additional staffing has been added to the Ministerial Services and COVID-19 Group to help manage the increased volumes.
-

Item 3: Quarter 4 Report 2021/22

Official Information Act (OIA) dashboard

- Overall volumes sent decreased slightly over the final quarter, with the number of items sent per month being consistent with volumes prior to November 2021. [...] the number of responses to OIA and Privacy Act requests was low.
 - Overall, the number of OIA requests received decreased during Quarter 4 with the first two months remaining high (consistent with the previous quarter) then for the month of June settling back to 2019 and 2020 levels [...]
 - These rates reflect the unusually high volume of OIAs received in the first two months of the quarter.
-

Item 4: Memo: Assessment of DPMC OIA Response Results Jan-Jun 2022

6. In 2020/21 the volume of OIAs was 393 compared to 753 in 2021/22. Apart from the two years 2015/16 and 2016/17, volumes did not reach higher than 150 in any six-month period until the July-December period in 2020/21.
7. For the core DPMC, the volume of Department OIAs between January and June 2022 was less than the preceding six months (July-December 2021) – 330 vs 461.

[...]

What was the OIA Performance in July/August 2022?

19. [...] This shows a volume of 101 OIAs for two months versus 291 for the preceding six-month period. [...] Extrapolating the volume from July/August and allowing for December not being a full month suggests the volumes might turn out roughly similar. There is a risk they could go higher.

[...]

What do the figures by themselves tell us?

21. Both volumes and performance were lower January-June 2022 than in July to December 2021. [...] There were 186 OIAs between January and March falling to 160 by the end of June. **Performance improved by the end of the period (but volume dropped in the final quarter).**
22. Anecdotal comment has been made about an increase in the complexity of OIAs but there is no available data to test this.
24. [...] Volumes dropped in the last quarter and measures are being taken to address issues.

[...]

Cumulative Impact of higher volumes

28. [...] The volumes were lower than in the preceding six months [...]
29. [...] A volume increase from [...412] in 2020/21 to [...791] in 2021/22 represents close to doubling [...] in department OIAs [...].

Capability

36. [...] Care should be taken in Groups when considering replicating roles that exist in the Ministerial Services team, but it is likely in the larger Groups with high volumes – currently COVID-19 and NSG that some measures are needed.

Key Points in Summary

[...]

52. DPMC's volumes of official correspondence effectively doubled during one year.

[...]

53. DPMC systems, processes and capability did not support the significant increase in volume of official correspondence.
-

Item 5: Supporting Sustainable Response Times to Official Information Act Correspondence

[...]

Indicative High-Level Plan for Discussion

DPMC has demonstrated that it is able to adjust its performance to respond to higher volumes than planned for official correspondence across all correspondence types. This has occurred largely due to the commitment of staff in Ministerial Services and in Groups. This is not as robust an approach as needed to give confidence that similar situations can be effectively identified in a timely manner and addressed in future.

[...]

Stage two: *The deliverables for Identifying the medium-term options for the core size and skills in the Ministerial Team and how surge capacity will be managed.*

- Range of scenarios for the likely volumes of official correspondence in the medium term, considering the drivers of recent increases in volume.
- Drawing on the scenarios identify core resourcing needs for the Ministerial Services Team, including the skills, experience and capability needed in the medium term.
- Plan for implementing/adjusting core resourcing and capability levels to meet medium term needs. This needs to include a plan for surge capacity as well as a measure to ensure Budget Bids for the addition of new functions include resourcing for the Ministerial Services Team depending on the size and nature of new functions. The Plan also needs to include a measure re functions that leave DPMC.

Item 6: Quarter 1 Report 2022/23

- Overall, the number of OIA requests received continued to decrease during Quarter 1 with the month of August showing a spike followed by a significant reduction for the month of September.
- Timeliness rates in Quarter 1 continued to improve for Departmental OIAs. While the volume of OIAs sent decreased significantly over the first quarter, 95.42% were completed within the legislated timeframe (compared with 85.8% in January-July 2022, as reported to PSC).
- Timeliness rates in Quarter 1 improved for Ministerial OIAs (up from 90% to 95.65%).
- A new manager for the team is due to start on 31 October 2022. We are developing a project plan for the OIA improvement project and are procuring a company to help us with the business process mapping, as this is not a skill we have inhouse.

Item 7: Quarter 2 Report 2022/23

...overall workload has declined

- Overall volumes received fell slightly over Quarter 2, with the number of items sent per month being significantly less than the same time last year.
- [...] Overall, the number of OIA requests received decreased during Quarter 2, while a 6-month high of 57 were received in November.

Item 9: Quarter 3 Report 2022/23

- The **volume** [...] processed in Quarter 3 [...] was less than in Quarter 2 [...] and considerably less than Quarter 3 2021/22 volumes [...] This is primarily due to the holiday period and is similar to the trend seen in Quarter 3 2021/22.

Item 10: Quarter 4 Report 2024/25

- Workflows have remained constant with similar numbers of [...] DOIA [...] received Q4 compared to Q3.
-



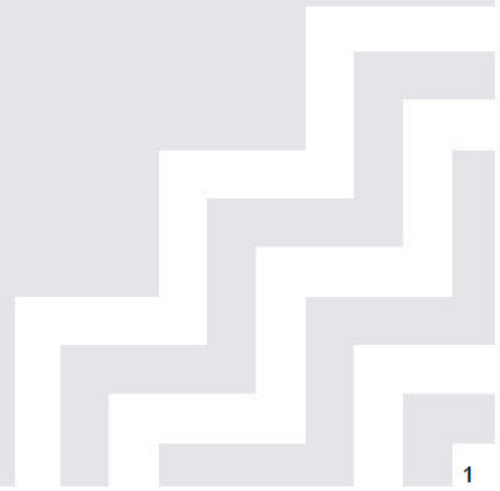
DEPARTMENT OF THE
PRIME MINISTER AND CABINET
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Ministerial Services – Capacity Forecasting & Planning

Maven Consulting

April 2023

Released under the Official Information Act 1982



Requirement and Approach

Requirement:

An assessment of capability requirements for the Ministerial Services Team, resulting in a plan to address any identified needs, including recommendations for the core size and skills in the Ministerial Services team and how surge capacity will be managed.

Out of Scope

Out of Scope

Forecasting Methodology:

Several forecasting methodologies were considered including the straight-line method and the moving average method, with initial forecast modelling undertaken solely on the Official Information Act (OIA) correspondence volumes due to the high proportion this correspondence type contributes to the team's workload. The straight-line method was discounted due to high fluctuations in volumes in relation to COVID-19 related requests leading to a forecast showing a continued growth in the volume of requests. The moving average method was also discounted as it applies a smoothing technique that looks at an underlying pattern of data to estimate future values and in this instance also showed a continued growth in the volume of requests.

The forecasting method chosen reflects applying a percentage change in quarterly volumes from the same period in the previous year to the volume of requests received in the last quarter. This method returned a declining forecast in the volume of OIA requests for the 2023 calendar year which is in line with actual trends seen throughout 2022.

Each correspondence type has been forecast separately to calculate the predicted volumes that could be received and the resourcing commitment by role. These correspondence types are then consolidated to display a total resource commitment required by role outlining the potential team size required.

Centralised Team Size Comparison

Information has been collated from six other government agencies that operate a centralised team and respond to OIA requests.

Three government agencies had a very similar team size that allowed them to process a very similar number of OIA requests.

Below is a breakdown of the roles and number of staff in each role and a guide as to how many OIA requests are processed at any one time for each agency's team size.

AGENCY	DEPT MGR / TEAM LDR	PRINCIPAL ADVISOR	SENIOR ADVISOR	ADVISOR	CO - ORDINATOR	TOTAL TEAM SIZE	OIA PROCESSING AT ONE TIME PER PERSON
Agency A	2	1	3	6	1	13	15 at one time
Agency B	2	2	2	4	2	12	10-20 at one time
Agency C	1	0	4	7	1	13	10-15 at one time
AVERAGE	2	1	3	6	1	13	10-20 at one time

This provides a guide that in order to process between 10-20 OIAs at any one time, a total team size of 12-13 staff is likely to be needed.

The additional three government agencies that provided information are shown below:

AGENCY	DEPT MGR / TEAM LDR	PRINCIPAL ADVISOR	SENIOR ADVISOR	ADVISOR	CO - ORDINATOR	TOTAL TEAM SIZE	OIA PROCESSING AT ONE TIME PER PERSON
Agency D	3	1	3	10	2	19	?? (not provided)
Agency E	1	3	7	15	3	29	20-40 at one time
Agency F	1	0	3	3	2	9	5-10 at one time

The reason for excluding each of these three government agencies from the analysis table at the top to be used in the modeling comparison is as follows:

- Agency D – Average processing time at any one time not provided
- Agency E – Is an outlier in terms of the high team size and high volumes of low-level/low effort requests being processed at any one time
- Agency F – Is an outlier in terms of the low team size and low volumes being processed at any one time

Forecast Components

Historic Data:

To create a forecast of future workforce requirements for the Ministerial Services centralised team, historic data going back to 2019 has been sourced identifying volumes of completed correspondence by quarter. This provides four years of historic information that allows an insight into the volumes of completed correspondence prior to COVID-19. The following correspondence types have been reviewed:

- Official Information Act requests (OIAs)
- Written Parliamentary Questions (WPQs)
- Proactive Releases (PRs)
- Ministerial and Departmental Correspondence (CORR)

This provided the information needed to develop a volume forecast by correspondence type for the Ministerial Services team by quarter for 2023.

Modelling by Team Size and Roles:

To ensure that not only the total team size needed in the future is forecast, utilisation of the recently developed official correspondence process documents allows for the ability to forecast the requirements at role level for each type of correspondence. As such, the following roles have been used to map resourcing requirements against for each of the above four listed correspondence types - Department Manager & Lead Advisor, Senior Advisor, Advisor, and Co-ordinator.

This provided the information needed to understand the time commitment from each role type in processing each correspondence type as well as how many can be processed together at any one time.

Average Working Days per Quarter

The number of working days by quarter has been calculated to determine how much time is available to each staff member to focus on processing official correspondence requests.

When removing 2023's weekend days (105 days), public holidays (12 days) and annual leave allowance (20 days), 228 working days remain in the 2023 calendar year.

An allowance has also been made for each Ministerial Services staff member to undertake on average 1 training day per quarter for themselves, and one day for training of other staff per quarter, equating to 8 working days leaving 220 working days annually or 55 working days per quarter.

More information on the justification for training days is contained on p14, "**Considerations for Training & Managing Surges**".

Correspondence Forecast - OIAs

The impact of COVID-19 on the volume of OIA requests the Ministerial Services team has been processing can be seen in the difference between the blue line and orange line in the graph opposite.

Removing this impact from the historical volume provides a better source of information to predict the future given the volume of COVID-19 (C19) and Health Transformation Unit (HTU) department requests are now low.

Out of Scope

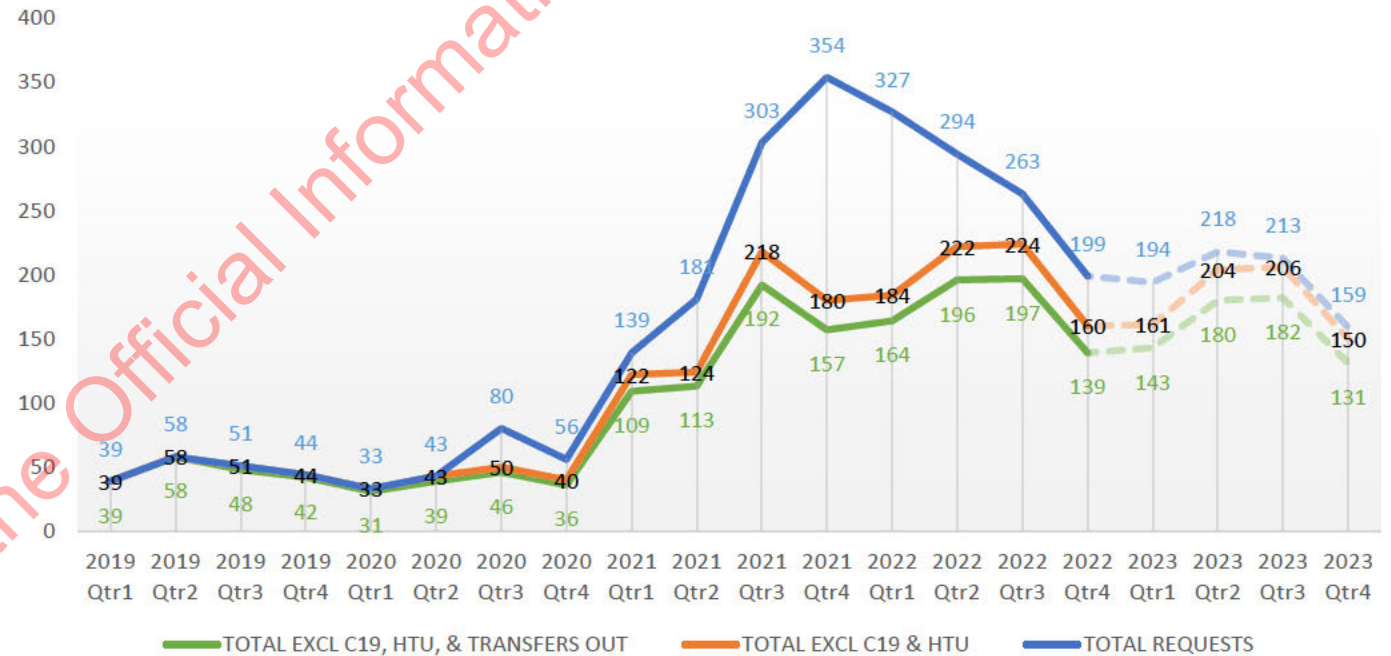
The table below outlines the annual volume of completed OIA requests:

OIA REQUESTS	2019 ACT	2020 ACT	2021 ACT	2022 ACT	2023 FC
Forecast excl. C19 & HTU	192	166	644	790	721
Transfers Out of DPMC	5	14	73	94	85
NET Forecast - OIAs	187	152	571	696	636

It should be noted that while there was a surge in OIA requests over recent years, OIA requests relating to the departments outside of the C19 and HTU departments have also seen an increase.

It is therefore not expected that OIA request volumes will return to the comparatively low volumes seen during 2019 and 2020.

Completed OIA Requests by Quarter



	2019 Qtr1	2019 Qtr2	2019 Qtr3	2019 Qtr4	2020 Qtr1	2020 Qtr2	2020 Qtr3	2020 Qtr4	2021 Qtr1	2021 Qtr2	2021 Qtr3	2021 Qtr4	2022 Qtr1	2022 Qtr2	2022 Qtr3	2022 Qtr4	2023 Qtr1	2023 Qtr2	2023 Qtr3	2023 Qtr4
FORECAST REQUESTS	39	58	51	44	33	43	80	56	139	181	303	354	327	294	263	199	194	218	213	159
FORECAST EXCL C19 & HTU	39	58	51	44	33	43	50	40	122	124	218	180	184	222	224	160	161	204	206	150
TRANSFERS OUT	0	0	3	2	2	4	4	4	13	11	26	23	20	26	27	21	18	24	24	19
FORECAST EXCL C19, HTU, & TRANSFERS OUT	39	58	48	42	31	39	46	36	109	113	192	157	164	196	197	139	143	180	182	131

Resourcing Forecast – Completed OIA Requests

It is forecast that Quarter 2 and Quarter 3 of 2023 will receive the highest volume of OIA requests to be completed by the Ministerial Services team.

The table opposite outlines the number of days needed by role dedicated to processing OIA requests. This has been calculated based on the following forecast components:

- Average Working Days per Quarter = 55 days at 100% capacity
- OIA requests take an average of 20 working days to process
- An average of 15 OIA requests can be processed at any one time

It is unrealistic to expect the Ministerial Services team to be working to 100% capacity of their time due to other general commitments such as attending meetings and workshops that may be required or if there is any staff attrition or sick leave. The three scenarios below have been modelled for consideration:

OIA REQUESTS	PROCESSING DAYS	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Forecast Volume of Requests		143	180	182	131
Processed at one time		15	15	15	15
DAYS NEEDED BY ROLE:					
		100%	100%	100%	100%
Dept Mgr / Lead Advisor	2	19	24	24	17
Senior Advisor	11	105	132	133	96
Advisor	5	48	60	61	44
Co-ordinator	2	19	24	24	17

Scenario A: 75% Capacity (41 Working Days per Quarter)

OIA REQUESTS	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.5	0.6	0.6	0.4	0.6
Senior Advisor	2.6	3.2	3.3	2.3	3.3
Advisor	1.2	1.5	1.5	1.1	1.5
Co-ordinator	0.5	0.6	0.6	0.4	0.6
Team Size – OIAs Only	4.7	5.9	5.9	4.3	5.9

Scenario B: 80% Capacity (44 Working Days per Quarter)

OIA REQUESTS	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.4	0.5	0.6	0.4	0.6
Senior Advisor	2.4	3.0	3.0	2.2	3.0
Advisor	1.1	1.4	1.4	1.0	1.4
Co-ordinator	0.4	0.5	0.6	0.4	0.6
Team Size – OIAs Only	4.3	5.5	5.5	4.0	5.5

Scenario C: 85% Capacity (47 Working Days per Quarter)

OIA REQUESTS	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.4	0.5	0.5	0.4	0.5
Senior Advisor	2.2	2.8	2.8	2.0	2.8
Advisor	1.0	1.3	1.3	0.9	1.3
Co-ordinator	0.4	0.5	0.5	0.4	0.5
Team Size – OIAs Only	4.1	5.1	5.2	3.7	5.2

These scenario tables demonstrate how when the Ministerial Services team works at a higher capacity level, a lower level of resourcing is required.

NOTE: There may be a difference in the total team size figure compared to the sum of the FTE by roles due to rounding.

Resource Forecast – OIA Requests Transferred

Linked to the volume of OIA requests to be completed, it is also forecast that Quarter 2 and Quarter 3 of 2023 will receive the highest volume of OIA requests that will be required to be transferred out by the Ministerial Services team to other agencies.

The table opposite outlines the number of days needed by role dedicated to processing OIA request transfers. This has been calculated based on the following forecast components:

- Average Working Days per Quarter = 55 days at 100% capacity
- OIA requests transferred out take an average of 3 working days to process
- An average of 5 OIA request transfers can be processed at any one time

OIA REQUESTS TRANSFERRED	PROCESSING DAYS	2023 Q1	2023 Q2	2023 Q3	2023 Q4
Forecast Volume of Requests		18	24	24	19
Processed at one time		5	5	5	5
DAYS NEEDED BY ROLE:					
Dept Mgr / Lead Advisor		0	0	0	0
Senior Advisor		0	0	0	0
Advisor	2	7	10	10	8
Co-ordinator	1	4	5	5	4

Scenario A: 75% Capacity (41 Working Days per Quarter)

OIA REQUESTS TRANSFERRED	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.0	0.0	0.0	0.0	0.0
Senior Advisor	0.0	0.0	0.0	0.0	0.0
Advisor	0.2	0.2	0.2	0.2	0.2
Co-ordinator	0.1	0.1	0.1	0.1	0.1
Team Size – OIAs Only	0.3	0.4	0.4	0.3	0.4

Scenario B: 80% Capacity (44 Working Days per Quarter)

OIA REQUESTS TRANSFERRED	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.0	0.0	0.0	0.0	0.0
Senior Advisor	0.0	0.0	0.0	0.0	0.0
Advisor	0.2	0.2	0.2	0.2	0.2
Co-ordinator	0.1	0.1	0.1	0.1	0.1
Team Size – OIAs Only	0.2	0.3	0.3	0.3	0.3

Scenario C: 85% Capacity (47 Working Days per Quarter)

OIA REQUESTS TRANSFERRED	2023 Q1	2023 Q2	2023 Q3	2023 Q4	OIA TOTAL
FTE NEEDED BY ROLE:	Pax	Pax	Pax	Pax	Max Pax
Dept Mgr / Lead Advisor	0.0	0.0	0.0	0.0	0.0
Senior Advisor	0.0	0.0	0.0	0.0	0.0
Advisor	0.2	0.2	0.2	0.1	0.2
Co-ordinator	0.1	0.1	0.1	0.1	0.1
Team Size – OIAs Only	0.2	0.3	0.3	0.2	0.2

Pages 8-14 are out of scope.

NOTE: There may be a difference in the total team size figure compared to the sum of the FTE by roles due to rounding.

Recommended Ministerial Services Staffing Option

Consolidated forecasting of the different correspondence type can be found in the three scenario levels tables below. These depict the capability and capacity required to be dedicated to processing responses to correspondence at each of the four role tiers. This outlines a team size ranging from 11.8 FTE through to 10.0 FTE depending on the level of general capacity being worked to.

Scenario B represents the preferred option which requires the Ministerial Services team to work to an 80% capacity providing 11 working days of the 55 working days per quarter available for non-processing tasks such as meetings, workshops, and allowances for sick leave. This reflects less than one working day per week.

Scenario B outlines a Ministerial Services team size of 11 FTE.

This is slightly lower than the 12-13 FTE outlined with the three comparative agencies that operate a centralised team as shown on the slide titled “Centralised Team Size Comparison”.

Scenario A: 75% Capacity (41 Working Days per Quarter)						
CORRESPONDENCE	OIA	OIA TNFR	WPQ	PR	CORR	TOTAL
FTE BY ROLE:	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax
Dept Mgr / Lead Advisor	0.6	0.0	1.2	0.0	0.0	1.8
Senior Advisor	3.3	0.0	2.3	0.0	0.0	5.6
Advisor	1.5	0.2	0.0	0.5	1.0	3.2
Co-ordinator	0.6	0.1	0.4	0.0	0.0	1.1
Team Size	5.9	0.4	3.9	0.5	1.1	11.8

Scenario B: 80% Capacity (44 Working Days per Quarter)						
CORRESPONDENCE	OIA	OIA TNFR	WPQ	PR	CORR	TOTAL
FTE BY ROLE:	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax
Dept Mgr / Lead Advisor	0.6	0.0	1.1	0.0	0.0	1.7
Senior Advisor	3.0	0.0	2.2	0.0	0.0	5.2
Advisor	1.4	0.2	0.0	0.5	0.9	3.0
Co-ordinator	0.6	0.1	0.4	0.0	0.0	1.1
Team Size	5.5	0.3	3.6	0.5	1.0	10.9

Scenario C: 85% Capacity (47 Working Days per Quarter)						
CORRESPONDENCE	OIA	OIA TNFR	WPQ	PR	CORR	TOTAL
FTE BY ROLE:	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax	Max Pax
Dept Mgr / Lead Advisor	0.5	0.0	1.0	0.0	0.0	1.5
Senior Advisor	2.8	0.0	2.0	0.0	0.0	4.8
Advisor	1.3	0.2	0.0	0.4	0.8	2.7
Co-ordinator	0.5	0.1	0.3	0.0	0.0	0.9
Team Size	5.2	0.2	3.4	0.5	0.9	10.0

NOTE: There may be a difference in the total team size figure compared to the sum of the FTE by roles due to rounding.

Recommendations

1. Based on the analysis undertaken we recommend utilising the 80% capacity forecasting and suggest that the make up of the Ministerial Services team should reflect:
 - 1x Department Manager and 1x Lead Advisor
 - 5x Senior Advisors
 - 3x Advisors
 - 1x Co-Ordinator

We recommend a Ministerial Services team size of 11 FTE.

The 80% capacity forecasting also provides some leeway for sick leave. The September Rapid Performance Assessment report noted a peak of just over 40 days in the July-December 2020 period for the Ministerial Services Team, coming back to not quite 20 days in the January-June 2022 period.¹ A further Covid surge is anticipated this winter.

Out of Scope

3. Although identification for managing surge capacity is out of scope for this assignment, we wanted to reference this, particularly given DPMC is now standing up a Cyclone Recovery Unit, with the resulting impact on the Ministerial Services team. In relation to supporting the capacity to surge, the Ombudsman's report also commented "*In the event that there is a surge in OIA requests, or attrition in the OIA Team, staff in other areas of the business who are adequately trained on the OIA may be able to assist.*"

We recommend an additional 4 days per annum is set for each Ministerial Services team member to deliver training and upskilling for key department contacts as well as providing training to others within DPMC as a temporary solution to managing unexpected surges in correspondence volumes.

¹ Paragraph 17, p3, 4613570_Item 4a_DPMC 2022 OIA Rapid Performance Assessment