

22 May 2026

s9(2)(a)

Tēnā koe s9(2)(a)

Thank you for your email, received on 10 April 2026, to Oranga Tamariki—Ministry for Children (Oranga Tamariki) requesting information on consultants, contractors and the restructure of Oranga Tamariki. Your request has been considered under the Official Information Act 1982 (the Act).

I have responded to each part of your request below:

**Consultants:**

1. *Can I please OIA how much was spent on consultants in 2025 and how much was spent in 2024?*

Please find the information you have requested outlined in the table below:

	Financial year	
	2023/24	2024/25
Cost of consultants (\$m)	8.105	4.239

It should be noted that consultants are generally secured to provide specialist or independent advice.

2. *Please list each consultant/consultancy, and*
  - *the amount spent*
  - *and the purpose of the work*
  - *and duration of their work, for 2025.*

Please find the information you have requested attached as **Appendix One**.

**Contractors:**

1. *Can I please OIA how much was spent on contractors for 2025, and how many contractors were employed in 2025, compared to 2024*

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	Financial year	
	2023/24	2024/25
Cost of contractors (\$m)	12.394	7.205
Number of contractors	155	117

It should be noted that contractors are generally secured for specific, time-limited programmes of work.

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

Please find the information you have requested attached as **Appendix Two**.

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

In the 2024/25 financial year there were 34 contractors who worked at Oranga Tamariki for longer than six months.

**Restructures:**

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

For consistency, we have interpreted the date range of this part of your request include any post-restructure reviews undertaken since April 2025.

A review of the Oranga Tamariki restructure in 2024 is currently underway, however as it remains under active consideration this part of your request is refused under section 9(2)(f)(iv) of the Act, in order to protect the confidentiality of advice tendered by Ministers of the Crown and officials.

- Please list the number of restructures conducted in that time frame*
  - the group the restructure relates to*
  - and the purpose of the restructure.*
- Please provide any figures held on the estimated cost and savings of restructuring throughout 2025.*

Oranga Tamariki has completed two restructures in the period 1 April 2025 to 31 March 2026:

- Infrastructure team – The purpose of this restructure was to ensure there was the right capability and capacity in place, in the right location. This restructuring occurred between June and September 2025.
- Te Puna Wai o Tuhinapo Youth Justice Residence, Christchurch – The implementation of a new roster, although a standard business-as-usual activity, significantly impacted on a small number of roles. This restructuring occurred in February 2026.
- These changes were both Full Time Equivalent (FTE) and budget neutral, with no savings identified.

IN-CONFIDENCE

Oranga Tamariki may make the information contained in this letter available to the public by publishing this on our website with your personal details removed.

I trust you find this information useful. Should you have any concerns with this response, I would encourage you to raise them with Oranga Tamariki. Alternatively, you are advised of your right to also raise any concerns with the Office of the Ombudsman. Information about this is available at [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or by contacting them on 0800 802 602.

Nāku noa, nā

A handwritten signature in black ink, appearing to be 'N. Pole', written over a light grey rectangular background.

Nicholas Pole  
**Deputy Chief Executive, People Culture and Enabling Services**

## Appendix One

2. Please list each consultant/consultancy, and
- the amount spent
  - and the purpose of the work
  - and duration of their work, for 2025.

Name of Consultant/Consultancy Agency	Purpose of work	Duration (Working Days)	Financial year 2024/2025 Actual Spend (\$)
ALLEN & CLARKE	Analysis for Serious Youth Offending Bill	59	67,310
Bill English & Co Limited	Core Scope & Delivery of Roadmap Initiatives	35	25,000
CAPGEMINI NZ LTD	EPMO Reporting	104	10,589
DELOITTE	SAP Concur Credit Card Expansion	81	51,438
ERNST & YOUNG	Advisory Consultant	81	1,946,155
	Analytical support	81	
	Contract Management	81	
	Social investment blueprint	84	
	Strategic Roadmap and Support	66	
	Commissioning Programme Support	20	
FINGO	Technology Consultant	122	269,210
HUDSON GLOBAL RESOURCES (NZ) LTD	Enhancing our data service	251	38,560
HUMANKIND LTD	Contact Management Reporting	81	12,410
IMPACTLAB LIMITED	Partnering outcomes for Enabling communities - Discovery Phase	35	25,000
KPMG	Business Plan Prototypes	81	485,488
	Business Plan Writing and Development	61	
	Completing four business plans written with Enabling Communities Partners	20	
	Business Case Writing	79	

MALATEST INTERNATIONAL CONSULTING	Military Style Academy Pilot	231	140,000
MARTIN JENKINS & ASSOCIATES LIMITED	2025 Annual Report support	81	57,793
	Risk Profile of Rangatahi	81	
MOMENTUM CONSULTING GROUP LTD	Enhancing our data service	251	105,883
NIMBL CONSULTING	Workforce analysis and modelling	71	265,541
	Workforce analysis and modelling	6	
PRICEWATERHOUSECOOPERS	Forensic Investigations	110	301,013
	Change Budget Readiness	42	
	Investigative services for Fraud and Integrity	82	
RIMU ROAD CONSULTING	Assurance Services	62	33,000
SPRINGTIMESOFT	Build of interactive practice models on the Practice Centre	20	15,313
STARFISH CONSULTING LTD	Enhancing our data service	251	80,779
TALENT AOTEAROA LIMITED	Enhancing our data service	251	117,070
TE AMOKURA CONSULTANTS LTD	Report on Treaty Partnerships	20	47,975
THE GOVERNANCE PRACTICE	Advisory Services	20	91,950
	Supported the Independent Assurance Assessment Review	62	
Consultants where the cost of engagement was less than \$10,000*	-	-	51,668
<b>Totals</b>		<b>59</b>	<b>4,239,145</b>

*\* As per the Public Service Commission's Guidance to enable state services agencies to consistently measure and report their usage of contractors and consultants, detailed lists of consultants where the cost was below a threshold of \$10,000 cumulative total across the financial year are excluded from this table but included in the overall total.*

## Appendix Two

2. Please break this number down to the purpose or occupation the contractor(s) were employed for (i.e. business analyst, architect) for 2025

Purpose or occupation	Number of contractors	Financial year 2024/25 Actual Spend (\$)
Accounts Payable Officer	1	42,758
Advisory Consultant	1	19,800
Assurance and Risk Lead	1	17,330
Assurance Consultant	1	42,252
Business Case Writer	3	127,903
Business Partner	1	42,364
Change Manager - Enabling Communities	1	71,083
Chief investment Advisor	1	37,263
Communications Specialist	1	106,963
Contact Centre Agent	1	25,791
Content Designer	1	12,188
Contract Manager	1	49,167
Data Analyst	1	85,385
Developer	1	27,313
Engagement Specialist	1	15,061
Enterprise Architect	2	79,748
Enterprise Baseline Planner	2	344,773
Event Manager	1	33,508
Event Manager - Payroll	1	100,968
Executive Assistant	3	73,635
FMIS specialist	1	154,904
HR Coordinator	1	36,977

HR Support	1	34,524
Instructional Designer	1	59,456
Lead Process Designer	1	80,099
Management Accountant	1	86,277
Organisational Design Consultant	1	429,560
Payroll Contractor	1	60,577
Policy Advisor	1	17,746
Principal Advisor	1	100,161
Principal Communications	1	39,433
Principal Payroll Systems Analyst	1	12,479
Principal Policy Advisor	1	119,250
Process Designer	3	125,095
Process Mapping	1	55,141
Procurement Lead	1	120,535
Programme Director	1	85,756
Programme Lead	1	86,318
Programme Manager	4	436,492
Project Coordinator	4	224,933
Project Data Analyst	2	32,907
Project Manager	3	179,609
Salesforce Architect	1	226,768
Senior Advisor	2	54,896
Senior Advisor Residences	1	22,731
Senior Business Analyst	5	407,996
Senior Change Analyst	1	51,226
Senior Employment Relations Advisor	1	21,000

Senior Industrial Relations Advisor	1	86,122
Senior Ministerial Advisor	2	62,626
Senior Payroll Consultant	1	136,886
Senior Payroll Contractor	1	94,179
Senior Policy Advisor	5	378,401
Senior project manager	6	600,318
Senior Project Manager - Enabling Communities	3	98,617
Senior Project Planner	1	92,475
Senior Service Designer	2	98,832
Senior Technical Business Analyst	1	186,168
Service Designer	1	36,368
Social Data Analytics	1	26,000
Strategic Planner	2	274,044
Technical Business Analyst	1	274,682
Technical Programme Manager	1	15,849
Contractors where the cost of engagement was less than \$10,000*	18	25,553
<b>Totals</b>	<b>117</b>	<b>7,205,219</b>

*\* As per the Public Service Commission's Guidance to enable state services agencies to consistently measure and report their usage of contractors and consultants, detailed lists of contractors where the cost was below a threshold of \$10,000 cumulative total across the financial year are excluded from this table but included in the overall total.*