

OC240066

27 February 2024

Tēnā koe [REDACTED]

I refer to your email dated 29 January 2024, requesting the following under the Official Information Act 1982 (the Act):

"I'm getting in touch under the Official Information Act to please request all internal communication in the Ministry from August 2023 to now, regarding job cuts and savings targets.

Please also provide the amount of FTEs and the proposed ideal amount of FTEs under the new Government's cost saving model in the public service.

In addition, am I please able to get a copy of communication between the Ministry and the Minister, on the topic of cost savings and job cuts?

Thank you very much - I really appreciate it".

In regards to the first question in your request - "I'm getting in touch under the Official Information Act to please request all internal communication in the Ministry from August 2023 to now, regarding job cuts and savings targets".

I have interpreted this request to be any emails or intranet (Discover) posts from the Chief Executive or an SLT member to Ministry staff relating to either job cuts or savings targets.

Thirteen documents fall within the scope of your request and are all enclosed. The documents relate to the change process that was run at the Ministry in late 2023 and to the savings exercise and survey process in January and February this year. They are listed in the document schedule attached as Annex 1. The schedule outlines how the documents you requested have been treated under the Act.

With regards to the information that has been withheld under sections 9 and 17 of the Act, I am satisfied that the reasons for withholding the information at this time are not outweighed by public interest considerations that would make it desirable to make the information available.

In regards to the second question in your request "Please also provide the amount of FTEs and the proposed ideal amount of FTEs under the new Government's cost saving model in the public service".

The amount of FTE at the Ministry is routinely reported on and published by the Public Service Commission on their website where you can access this information – <https://www.publicservice.govt.nz/research-and-data/workforce-data-public-sector-composition/workforce-data-workforce-size/>

There is no proposed ideal amount of FTE's under the new Government's cost saving model in the public service so this information does not exist and therefore I am refusing your request under the following section of the Act:

18(g) that the information requested is not held by the Ministry, and it has no grounds to believe that the information is held by another department

In regards to the third question in your request "In addition, am I please able to get a copy of communication between the Ministry and the Minister, on the topic of cost savings and job cuts?".

I am withholding these communications under section 9(2)(f)(iv) of the Act.

You have the right to seek an investigation and review of this response by the Ombudsman, in accordance with section 28(3) of the Act. The relevant details can be found on the Ombudsman's website www.ombudsman.parliament.nz

The Ministry publishes our Official Information Act responses and the information contained in our reply to you may be published on the Ministry website. Before publishing we will remove any personal or identifiable information.

Nāku noa, nā



Suzanne Williams
HR Manager
Ministry of Transport

From: Audrey Sonerson
Sent: Wednesday, 16 August 2023 2:07 pm
To: s 9(2)(a)

Subject: Subject: Proposed changes to how we are organised and operate

Kia ora koutou

As per my announcement at the Rangatiratanga hui, in the near future I will be proposing to make some changes to the way we operate and how we are set up as an organisation.

Our operating environment continues to evolve but we have clear expectations as the Government's system lead on transport and we need to ensure that we are set up and operating in the right way to respond to changes in priorities.

As I mentioned this morning, we are in the very early stages of thinking and I have not come up with a proposed structure or consultation material as of yet. However, I wanted to provide you with an early heads up this work is getting underway.

I will be wanting to progress this work as quickly as possible, striking the right balance between setting up our organisation for success and providing certainty for our people.

I have set up a change team to progress this work for me. They are Brent Johnston Chief of Staff, Suzanne Williams HR Manager, s 9(2)(a)

It is important to me that there is opportunity for you to indicate any changes you think we should consider and any aspects of our current arrangements you think we should retain. I will shortly put in calendars times for some drop-in sessions where you can provide feedback to me and the change team. You're also welcome to email through to any thoughts you have in the interim to feedback2023@transport.govt.nz (note – this email account will be live from tomorrow).

I will provide a further update at the next Rangatiratanga hui, including expected timeframes for consulting on any change options.

I will be sending an email out to all staff shortly. As you can imagine this will be unsettling for some staff to hear. As a manager of Te Manatū Waka, you will play a critical role supporting your team through any change within the Ministry.

If there is any support you require, please speak to your DCE in the first instance and then your HR Business Partner.

Audrey

Audrey Sonerson (she / her / Ms)

Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive

Te Manatū Waka Ministry of Transport

s 9(2)(a)

| E: a.sonerson@transport.govt.nz | transport.govt.nz

s 9(2)(a)



TE MANATŪ WAKA
MINISTRY OF TRANSPORT

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Suzanne Williams

From: Audrey Sonerson
Sent: Monday, 16 October 2023 8:03 pm
To: ALLMOT
Subject: s 9(2)(a) Change

s 9(2)(a)

I also wanted to update you on the Change Process. As I mentioned in my email last week, I was working my way through all of your feedback, which I managed to complete towards the end of the week. I worked through this with the Change Team over the weekend, including making a number of changes to the proposal in response to your feedback, and now expect to be in a position to communicate my final decisions on Thursday this week.

You will therefore see a second all-MoT meeting added to diaries this week, likely Thursday afternoon, where I will communicate my final decisions including key transitional arrangements.

Ngā mihi,
Audrey

Audrey Sonerson (she / her / Ms)

Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive

Te Manatū Waka Ministry of Transport

s 9(2)(a) | E: a.sonerson@transport.govt.nz | transport.govt.nz

s 9(2)(a)



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Suzanne Williams

From: Audrey Sonerson
Sent: Tuesday, 23 January 2024 9:18 am
To: ALLMOT
Subject: Welcome back!

Kia ora koutou

s 9(2)(a)

As you may be aware, the Ministry is undertaking work as part of the Government's Fiscal Sustainability and Effectiveness Programme. At this stage, we're developing options for achieving baseline savings targets across Vote Transport. Last Thursday, Brent emailed an invitation seeking your feedback on how we can achieve our savings targets. If you haven't already, I encourage you to share your thoughts through the survey [here](#) by COP Wednesday 24 January.

I know discussion of the savings exercise can be unsettling, but I want to reassure you the Ministry is well placed to deliver the savings the Government requires of us. Through our Organisational Change process last year, we've already made several key changes including removing a number of vacancies and bringing functions in-house that enable us to operate more cost effectively. While we may need to do more over time, these steps have positioned us well for the future. Results from the survey will be shared with everyone and we'll keep everyone updated. In the meantime, if you have any concerns please talk to your manager.

I look forward to working with you all throughout the year.

Ngā mihi

Audrey

Audrey Sonerson (she / her / Ms)

Secretary for Transport & Chief Executive | Hēkeretari o te Manatū Waka – Tumu Whakanae

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From: Audrey Sonerson
Sent: Wednesday, 6 September 2023 4:08 pm
To: ALLMOT
Subject: Some updates

Kia ora koutou,

s 9(2)(a)

Change – feedback and process

Firstly, I want to say a really big thank you for the excellent feedback we've had in this early engagement phase of the change process. A large number of you have attended one or both drop-in sessions, provided feedback on post-it notes or sent thoughts and ideas through to the feedback2023@transport.govt.nz inbox. We've had around 70 pieces of feedback come through, including a number of submissions developed collaboratively by teams.

The change team and I are continuing to work through the feedback at the moment, but one thing that stands out already is the considered, thoughtful and constructive nature of feedback. Thank you for the time and thought that has gone into feedback, it is really helpful.

The change team is working to have a thematic summary of the feedback posted on the Change page on Discover in the next few days, so keep an eye out for this.

One of the questions that has come through consistently is a request for an update for on timing for release of the change proposal for consultation. As I've mentioned previously, the exact timing has not been certain as I wanted the opportunity to consider feedback through this engagement, before firming up any proposals for change. At this stage, I anticipate being in a position to release proposals for change in the week beginning 18 September. I can provide a specific timeline for consultation as soon as this is confirmed.

Other updates

While I know the change process is at the forefront of our minds, I also wanted to update you on a number of other matters that are continuing in parallel.

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

I want to emphasise that I remain very open to feedback during the change process, including about the most appropriate permanent home for these functions and teams.

Ngā mihi,
Audrey

Audrey Sonerson (she / her / Ms)

Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive

Te Manatū Waka Ministry of Transport

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s 9(2)(a)



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From: [Audrey Sonerson](#)
To: [ALLMOT](#)
Subject: ALLMOT tomorrow
Date: Tuesday, 3 October 2023 4:29:15 pm
Attachments: [image001.png](#)

Kia ora koutou,

A part of tomorrow's ALLMoT will be the 'Question and Answer' session to respond to questions, take feedback and/or hear different ideas during the consultation period on the change proposal. The purpose of this session is to address any questions and provide any clarifications required to enable you to understand the proposal so that you can provide feedback on it. I will begin the session by responding to some of the frequently asked questions and common themes that have been coming through the feedback inbox.

In order to maximise our time and run this session as efficiently as possible, I invite you to please email any questions you have to the Change team at feedback2023@transport.govt.nz by 10am tomorrow morning. Members of the Change team will take notes at the ALLMoT so that we can then ensure any common themes are included in the FAQ section of the Change page on Discover. If we don't get to your question in the time available, or if your question is very specific, it will still be answered directly back to you.

Nga mihi,
Audrey

Audrey Sonerson (she / her / Ms)
Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive
Te Manatū Waka Ministry of Transport

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s 9(2)(a) .nz



From: [Audrey Sonerson](#)
To: [AIMOT](#)
Subject: Proposed changes to how we are organised and operate
Date: Wednesday, 16 August 2023 2:08:39 pm
Attachments: [image001.png](#)

Kia ora koutou

This email is to advise you that I will shortly be proposing some changes to the way we operate and how we are set up as an organisation.

Our operating environment continues to evolve but we have clear expectations as the Government's system lead on transport and it is important that we are set up and are operating in the right way, to adapt and respond to changes in priorities.

I am in the very early stages of thinking and I have not come up with a proposed structure or consultation material as of yet, however, I want to be transparent with you all and provide you with an early heads up that this work is getting underway.

I will be wanting to progress this work as quickly as possible, striking the right balance between setting up our organisation for success and providing certainty for everyone.

It is important to me that there is opportunity for you to suggest any changes you think we should consider and, as importantly, highlight any aspects of our current arrangements that you think we should retain.

I have set up a change team to progress this work for me. They are Brent Johnston Chief of Staff, Suzanne Williams HR Manager, s 9(2)(a)

I will be organising some drop-in sessions where you can provide feedback to me and the change team on your thoughts. You're also welcome to email through and suggestions or feedback you have in the interim to feedback2023@transport.govt.nz (note – this email account will be live from tomorrow).

I know this may be unsettling for you to hear and I encourage you to reach out to your manager for support.

The PSA have been briefed on this and are available to support their members. EAP Counselling provide confidential services to all employees and is available to you for support. More information on EAP can be found on [Discover](#) alongside other resources to support your wellbeing.

Ngā mihi

Audrey

Audrey Sonerson (she / her / Ms)

Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive

Te Manatū Waka Ministry of Transport

s 9(2)(a) | E: a.sonerson@transport.govt.nz | transport.govt.nz

s 9(2)(a)

From: [Audrey Sonerson](#)
To: [AIMOT](#)
Subject: Consultation on Change 2023 closes
Date: Thursday, 12 October 2023 6:01:11 pm
Attachments: [image001.png](#)

Kia ora koutou

Thank you to everyone who took the time to participate in the Change 2023 consultation over the last two weeks.

I appreciate the time you have taken to review the proposal and engage with the process. You may be interested to know that on Tuesday alone, we received 69 pieces of feedback through a combination of team and individual submissions, via both the feedback inbox and the anonymous feedback form. In total, we received more than 200 questions and submissions throughout the consultation period, with more than 600 pages of feedback submitted.

I will be spending much of my time over the next few days carefully considering all feedback submitted before I make any final decisions. From what I have read already, it is clear that significant thought has gone into submissions, with lots of great observations and suggestions to work consider. This will improve final decisions, so thank you again for your thoughtful contributions.

Support

I recognise that this process has created a period of uncertainty for many of you and I want to express my thanks for your ongoing professionalism and commitment during this time. All of our support infrastructure continues to be available to you during this time and I commit to prioritising this work to ensure that the period of uncertainty is as short as possible. More information on support options is available on the Change 2023 [page](#) on Discover.

Next steps

At this stage, I am aiming to have reviewed all feedback by the end of this week. As I work through feedback, it is likely I will have questions to ensure I fully understand points made in submissions. Either myself or the Change Team may reach out to discuss or clarify elements of your submissions.

I intend to provide a further update early next week about the timing for final decisions, once I have had the opportunity to reflect on all submissions made.

Audrey

Audrey Sonerson (she / her / Ms)
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Te Manatū Waka Ministry of Transport

s 9(2)(a)

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s 9(2)(a)



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From: [Audrey Sonerson](#)
To: [AIMOT](#)
Subject: Change process
Date: Thursday, 19 October 2023 11:39:14 am
Attachments: [2023 Organisational Review Decision Document.pdf](#)
[image001.png](#)

Kia ora

Thank you for your time today so I could communicate my final decision on the changes to Te Manatū Waka. The final decision which has been made was as a result of the feedback which we received and further considerations we have made as we have listened to you and refined our thinking.

I would also like to thank you for the time you have taken to read and understand the changes and provide your feedback. I understand that change can be unsettling and wanted to say that I appreciate the input you have provided through this process.

As mentioned in the meeting today our final decision and structure largely reflect the original proposal which was presented in the consultation document. The feedback which was received from you was in support of the changes which I have presented however I have made a few minor changes based on the feedback which was received.

I intend to go live with this new structure on Monday 5 November. If you have any questions regarding final decisions, please speak to your manager in the first instance.

Thank you once again for your support through this process.

Ngā mihi
Audrey

Audrey Sonerson (she / her / Ms)
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s 9(2)(b)



From: [Audrey Sonerson](#)
To: [AIMOT](#)
Subject: Proposed Changes at Te Manatū Waka
Date: Tuesday, 26 September 2023 11:59:01 am
Attachments: [25 Sept Consultation Document.pdf](#)
[image001.png](#)

Tēnā koutou katoa,

Thank you for those who were able to attend this morning's all-MOT meeting, where I released my change proposal for Te Manatū Waka.

As discussed, please find attached the consultation document which I talked through today. This document, and the Change Protocol, are also available on the Change page on Discover.

Please take time to work through this document to understand the changes proposed and the rationale for these.

Consultation is now open, and I encourage you to provide feedback on the proposals. Consultation closes on Tuesday 10 October at 12:00pm.

I understand you may have questions about the proposal and the change process. I encourage you to speak to your manager in the first instance, and otherwise refer questions through to feedback2023@transport.govt.nz for the Change Team to respond to. We will also be arranging a Q&A session during the consultation period which is a further opportunity for you to ask questions.

As I mentioned this morning, we have notified the PSA of this proposal and members are encouraged to speak to the PSA if you require any further support. The PSA has been invited to provide feedback and input on behalf of their members.

Thank you again for your patience and professionalism at this time. I look forward to considering your feedback before making final decisions.

Ngā mihi
Audrey

Audrey Sonerson (she / her / Ms)
Hēkeretari o te Manatū Waka – Tumu Whakarae | Secretary for Transport & Chief Executive
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s 9(2)(b)



From: [Brent Johnston](#)
To: [AllMOT](#)
Subject: Feedback request - savings exercise
Date: Thursday, 18 January 2024 5:04:47 pm
Attachments: [image001.png](#)

Good afternoon,

As part of the Government's Fiscal Sustainability and Effectiveness Programme, the Ministry has been asked by the Minister of Finance to provide proposals to meet savings targets for public service agencies.

In an initial baseline exercise, we are required to provide proposals that achieve savings targets for both departmental and non-departmental parts of Vote Transport (i.e. the budget that covers the Ministry and all other transport agencies).

To inform the development of these proposals, we are engaging with all staff to seek your ideas about how we can operate more efficiently and achieve savings in the Ministry and across the wider Vote Transport.

The survey below provides an opportunity to submit your thoughts and feedback. We welcome constructive responses to be submitted via this Microsoft forms survey – we encourage all staff to take the time to participate in this process.

[Government's Fiscal Sustainability and Effectiveness Programme Survey](#)

The survey is anonymous and there are 4 key questions with free form boxes.

- *What could we do to improve efficiency in the non-departmental parts of Vote Transport (i.e. all the transport agencies except the Ministry)?*
- *What could we do to realise cost savings in non-departmental parts of Vote Transport?*
- *For the Ministry, what could we do to improve the efficiency of how we are operating?*
- *For the Ministry, what could we do to realise cost savings?*

In all areas, we are interested in your ideas and suggestions of what can be achieved in the short term, as well as things that could be implemented over time.

As we are working to some tight deadlines, the survey will be open from now until 5pm Wednesday 24 January. The survey will be administered by Dipti Patel, HR Business Partner in Human Resources.

All responses will be provided to SLT once the survey closes and responses have been collated. A themed summary will be published on the intranet in the week of 29 January 2024.

The PSA are running a separate survey and workshops for their members and will provide feedback to the Ministry to inform the development of savings proposals as well. Staff can choose to engage through either or both surveys and the workshops.

Kind regards
Brent

Brent Johnston

Chief of Staff

Tumuaki o ngā kaimahi

Te Manatū Waka Ministry of Transport

s 9(2)(a)

s 9(2)(a)



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Discover

Announcements

Feedback request - savings exercise

Feedback request - savings exercise

Closing Date

2/02/2024 9:00 am

Title

Feedback request - savings exercise

Content

As part of the Government's Fiscal Sustainability and Effectiveness Programme, the Ministry has been asked by the Minister of Finance to provide proposals to meet savings targets for public service agencies.

In an initial baseline exercise, we are required to provide proposals that achieve savings targets for both departmental and non-departmental parts of Vote Transport (i.e. the budget that covers the Ministry and all other transport agencies).

To inform the development of these proposals, we are engaging with all staff to seek your ideas about how we can operate more efficiently and achieve savings in the Ministry and across the wider Vote Transport.

The survey below provides an opportunity to submit your thoughts and feedback. We welcome constructive responses to be submitted via this Microsoft forms survey – we encourage all staff to take the time to participate in this process.

Government's Fiscal Sustainability and Effectiveness Programme Survey

The survey is anonymous and there are 4 key questions with free form boxes.

- *What could we do to improve efficiency in the non-departmental parts of Vote Transport (i.e. all the transport agencies except the Ministry)?*
- *What could we do to realise cost savings in non-departmental parts of Vote Transport?*
- *For the Ministry, what could we do to improve the efficiency of how we are operating?*
- *For the Ministry, what could we do to realise cost savings?*

In all areas, we are interested in your ideas and suggestions of what can be achieved in the short term, as well as things that could be implemented over time.

As we are working to some tight deadlines, the survey will be open from now until 5pm Wednesday 24 January. The survey will be administered by [REDACTED], HR Business Partner in Human Resources.

All responses will be provided to SLT once the survey closes and responses have been collated. A themed summary will be published on the intranet in the week of 29 January 2024.

The PSA are running a separate survey and workshops for their members and will provide feedback to the Ministry to inform the development of savings proposals as well. Staff can choose to engage through either or both surveys and the workshops.

Content Owner
Brent Johnston

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12

Cost Savings Survey Results

As part of the Government's Fiscal Sustainability and Effectiveness Programme, the Ministry has been asked by the Minister of Finance to provide proposals to meet savings targets for public service agencies.

In an initial baseline exercise, we are required to provide proposals that achieve savings targets for both departmental and non-departmental parts of Vote Transport (i.e. the budget that covers the Ministry and all other transport agencies).

We engaged with all staff to seek your ideas about how we can operate more efficiently and achieve savings in the Ministry and across the wider Vote Transport.

Thank you to everyone who participated in the survey and provided their thoughts and ideas. The key themes from the feedback received have been collated into the document located [here](#).

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Fiscal Sustainability and Effectiveness Programme - survey response themes: 28 responses were received.

Theme	Comment
Sensitive Expenditure	<ul style="list-style-type: none"> • Virtual meetings is the default setting going forward. • Travel being the exception • Clarity as to when catering is required and reassessing, decreasing the frequency of this and reduce budget for catering and do more "bring your own plate" • Provide incentives for staff who travel frequently to stay with friends, use cheaper public transport methods. • Look at finding a smaller office space – less expensive
Work programmes	<ul style="list-style-type: none"> • Proactively resourcing the upcoming programmes of work • Having a clear distinction between team functions and end to end process • Reduce bureaucracy of and give delegation to staff • Look at whether some functions or work programmes can be consolidated or are needed at all • Assess the work programmes for each team and ensure even spread of resource • Inefficiencies in double handling of work between teams • Policy shop perception isn't accurate and affects decision making • Refocus on core functions and shed the nice to haves • Increase competitive procurement processes • Strategies to prevent project overspends. • Too easily distracted, need to focus on what can make things move faster • Strengthen collaboration and break down silos • Have clarity on direction, commissioning of work, planning processes • Better cross ministry prioritisation
Workforce/People	<ul style="list-style-type: none"> • SLT making decisions to utilise existing resources • Reduce reliance on contractors and consultants • Do everything feasible to address staff turnover • Provide more opportunities for staff training and development • Empower staff to take action and make decisions, reducing the need for more recruitment and freeing up DCE time. • Too many people are involved in tasks which is inefficient • Be flexible in moving staff around teams – following the work

Theme	Comment
	<ul style="list-style-type: none"> • Assess team headcounts against work programmes • Consider whether current vacancies need to be filled • Address the culture of entitlement across the transport sector • Build accountability and capability • Have clear performance measures • Invite voluntary redundancies • Assess contracted time requirements (e.g from 40 hours to 35 hours)
Agencies	<ul style="list-style-type: none"> • Assess the need to have NZTA independent of MOT • Establish clear points of contact between agencies and MOT • Most savings can be found in looking at the size of NZTA • Consider advertising spends for agencies • Flatten NZTA organisation structure • Work more efficiently with NZTA • Stronger monitoring of crown entities • Require NZTA to assess risk at a portfolio level and limit over programming. Decisions regarding cost management should be distributed by risk management area • Set criteria for NZTA in their funding assistance and incentivise discounts/penalties based on quality of their asset management plans and performance delivery • Implement a public sector intranet to make it easy to find contacts • Check that agencies aren't replicating our work and focusing on their own work programmes
Technology & Resources	<ul style="list-style-type: none"> • Eliminate Tardis – no longer fit for purpose • Utilise MS 365 more to create more efficiency • Have a widely used and integrated project management system • Use technology more efficiently • Carefully consider branding and communications products and how they are helping the Ministry • Explore sharing services and products with other agencies to get better deals • Automate more • Look for new tech that can make us more efficient • Assess opportunities to consolidate services and overheads so they can be shared across agencies.

Annex 1 - Document Schedule

Doc#	Date	Document	Decision on release
1	Wednesday 16 August 2023	OC240066 Proposed changes to how we are organized and operate – 16 August 2023	Some information withheld under Section 9(2)(a).
2	Wednesday 16 August 2023	OC240066 Proposed changes to how we are organized and operate – 16 August 2023	Some information withheld under Section 9(2)(a).
3	Wednesday 6 September 2023	OC240066 Some updates – 6 September 2023	Some information withheld under Section 17(2)(a). The reason the information is being withheld is because it does not fall within the scope of this request. Some information withheld under Section 9(2)(a).
4	Tuesday 26 September 2023	OC240066 Proposed changes at Te Manatu Waka - 26 September 2023	Some information withheld under Section 9(2)(a).
5	Tuesday 3 October 2023	OC240066 ALLMOT tomorrow – 3 October 2023	Some information withheld under Section 9(2)(a).
6	Thursday 12 October 2023	OC240066 Consultation on Change 2023 closes – 12 October 2023	Some information withheld under Section 9(2)(a).
7	Monday 16 October 2023	Election and Change – 16 October 2023	Some information withheld under Section 17(2)(a). The reason the information is being withheld is because it does not fall within the scope of this request. Some information withheld under Section 9(2)(a).
8	Thursday 19 October 2023	2023 Organisational Review Decision Document – 19 October 2023	Some information withheld under Section 9(2)(a).
9	Thursday 18 January 2024	Feedback request – savings exercise – 18 January 2024	Some information withheld under Section 9(2)(a).
10	Tuesday 23 January 2024	Welcome Back! – 23 January 2024	Some information withheld under Section 17(2)(a). The reason the information is being withheld is because it does not fall within the scope of this request. Some information withheld under Section 9(2)(a).

11	2 February 2024	Discover Announcements – Feedback request – savings exercise	Some information withheld under Section 9(2)(a).
12	14 February 2024	Cost Savings Survey Results – 14 February 2024	Released in full
13	14 February 2024	Fiscal Sustainability and Effectiveness Programme – survey response themes	Released in full

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