



8 NOV 2018

Dear [REDACTED]

On 28 August 2018, you emailed the Ministry requesting, under the Official Information Act 1982, the following information regarding the Ministry's engagement with external consultancies including McKinsey and Company, Boston Consulting Group, Bain and Company, PWC, Deloitte, KPMG and EY, between 2008 and 2018:

- *Any Request For Proposals sent by MSD to the above consultancies.*
- *Itemised list of all services provided by the above consultancies including date, description and cost.*
- *All interim or final reports (including but not limited to letters, reports and presentations) provided by the above consultancies.*

On 4 September 2018 it was discussed with you that your request was very broad, as a result of which you refined your initial request to 'a list of all services provided by the above consultancies including date, description and cost'.

The Ministry uses consultants to fill short-term needs where it is uneconomic or impractical to employ a staff member. A consultant is a professional entity or self-employed individual engaged to provide discrete outcomes or services, usually some form of specialised or independent advice, using their own assets and resources. Consultants are typically engaged by the Ministry under contracts which end after delivery of the specified advice.

The Ministry has no record of any payments to or engagement with external consultancies McKinsey and Company, Boston Consulting Group or Bain and Company.

A table is attached with all payments made to PWC, KPMG, EY and Deloitte which were recorded as being for consultancy services between 1 January 2008 and 16 October 2018. The table includes a basic description of the service provided, the GST exclusive cost to the Ministry, and the business unit which engaged the service.

Please note that the Ministry has undergone significant change and managed significant projects over the time period this data covers. In 2016/17 we had major projects to complete including the 'simplification project' which simplified our processes and IT systems. We also managed the entire set-up of Oranga Tamariki as a new Ministry including its IT systems, which required extra resources. Oranga Tamariki is made up of former Ministry of Social Development (MSD) business units, including Child, Youth and Family (CYF), and its first day of operation was 1 April 2017. CYF costs prior to 1 April 2017 are included in the data. In 2017/18 we no

longer had the same costs as the previous financial year as the contractors and consultants involved in the set-up of Oranga Tamariki were no longer needed.

The Ministry of Housing and Urban Development also took over some functions when it was established on 1 October 2018.

If you wish to request further information about a specific payment, please email OIA_Requests@msd.govt.nz.

The principles and purposes of the Official Information Act 1982 under which you made your request are:

- to create greater openness and transparency about the plans, work and activities of the Government,
- to increase the ability of the public to participate in the making and administration of our laws and policies and
- to lead to greater accountability in the conduct of public affairs.

This Ministry fully supports those principles and purposes. The Ministry therefore intends to make the information contained in this letter and any attached documents available to the wider public shortly. The Ministry will do this by publishing this letter and attachments on the Ministry of Social Development's website. Your personal details will be deleted and the Ministry will not publish any information that would identify you as the person who requested the information.

If you wish to discuss this response with us, please feel free to contact OIA_Requests@msd.govt.nz.

If you are not satisfied with this response regarding consultancy fees, you have the right to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or 0800 802 602.

Yours sincerely



PP Stephen Crombie
Deputy Chief Executive, Corporate Solutions

Notes:

Cost centre description refers to the business unit which commissioned the work. Due to organisational change, some of these business units may no longer exist or have a different name.

Negative numbers represent credit notes.

The Ministry of Housing and Urban Development (MHUD) was established on 1 October 2018. Some functions which are not the responsibility of MHUD may be included in this data.

Oranga Tamariki (OT) was established on 1 April 2017, taking over the functions of Child, Youth and Family (CYF). Costs prior to this date for CYF are included in this data, as are costs associated with the estab

Please see the 'key' sheet for explanation of acronyms and abbreviations.

List of Ministry payments for consultancy services to KPMG, PriceWaterHouse Coopers, Deloitte and Ernst & Young from 1 January 2008 - 16 October 2018

Consultant	Description	Cost (\$)	Year	Cost Centre Description
KPMG	Tax Advice	3,030.00	2008	CE - Executive
KPMG	NGO external provider audit services	7,639.64	2008	Director, Technology and Bus I
DELOITTE	External independent audit services	7,375.00	2009	GM Integrity Services
DELOITTE	Professional Services - Asset Management	17,500.00	2009	Value for Money Programme Unit
KPMG	Review and due diligence of Specialist Services	8,871.47	2009	GM Integrity Services
KPMG	NGO external provider audit services	9,948.00	2009	YD - Engagement
PRICE WATERHOUSE COOPERS	Childrens Health Review of Services	10,000.00	2009	DCE - CYF
PRICE WATERHOUSE COOPERS	Childrens Health Review of Services	11,000.00	2009	DCE - CYF
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	18,900.00	2009	Value for Money Programme Unit
ERNST & YOUNG	Review of Student Job Search	17,000.00	2010	Service Delivery Manager
KPMG	Tax Advice	400.00	2010	CE - Chief Executive Office
KPMG	IT system performance risk review and advice	1,324.00	2010	IS - Mgr IT Performance & Risk
KPMG	Tax Advice	1,500.00	2010	CE - Chief Executive Office
KPMG	NGO external provider audit services	2,805.90	2010	YD - Youth Services
KPMG	Review and due diligence of Specialist Services	4,000.00	2010	SuperGold Concessions Bus
KPMG	Tax Advice	5,000.00	2010	CE - Chief Executive Office
KPMG	Value for Money due diligence	8,026.92	2010	Value for Money Programme Unit
KPMG	IT system performance risk review and advice	11,916.00	2010	IS - Mgr IT Performance & Risk
KPMG	Value for Money due diligence	12,350.00	2010	Value for Money Programme Unit
KPMG	Value for Money due diligence	16,000.00	2010	Value for Money Programme Unit
KPMG	MY HR HRIS review and advice	17,000.00	2010	General Manager - HR
KPMG	Review and due diligence of Specialist Services	20,000.00	2010	NM Service Devel & Support
KPMG	NGO external provider audit services	25,253.10	2010	YD - Youth Services
KPMG	Review and due diligence of Specialist Services	30,000.00	2010	SuperGold Concessions Bus
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	1,800.00	2010	Value for Money Programme Unit
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	11,800.00	2010	Value for Money Programme Unit
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	30,000.00	2010	Value for Money Programme Unit
DELOITTE	Cyber Security Review and Improvements	35,134.86	2011	PCAR - DCE
KPMG	Value for Money due diligence	3,200.00	2011	Value for Money Programme Unit
KPMG	Review and due diligence of Specialist Services	4,114.00	2011	DCE SSI
KPMG	Review and due diligence of Specialist Services	23,149.80	2011	NM Service Devel & Support
KPMG	NGO external provider audit services	29,783.00	2011	YD - Youth Services
KPMG	Value for Money due diligence	35,000.00	2011	Value for Money Programme Unit
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	10,400.00	2011	Value for Money Programme Unit
PRICE WATERHOUSE COOPERS	Value for Money Advisory Board	11,266.00	2011	Value for Money Programme Unit
KPMG	IT system performance risk review and advice	2,500.00	2012	CIO- Admin
KPMG	IT system performance risk review and advice	4,850.00	2012	IS - Mgr IT Performance & Risk
KPMG	IT system performance risk review and advice	24,652.50	2012	IS - Mgr IT Performance & Risk
KPMG	IT system performance risk review and advice	43,650.00	2012	IS - Mgr IT Performance & Risk
PRICE WATERHOUSE COOPERS	NCIWR review	9,847.26	2012	Director Fin & Community engag
PRICE WATERHOUSE COOPERS	NCIWR review	11,996.75	2012	Director Fin & Community engag
PRICE WATERHOUSE COOPERS	NCIWR review	13,694.60	2012	Director Fin & Community engag
DELOITTE	Certification and Accreditation	20,000.00	2013	PCAR - DCE
DELOITTE	Investing in Services for Outcomes (ISO) review	24,100.00	2013	CE - Chief Executive Office
DELOITTE	Certification and Accreditation	42,000.00	2013	PCAR - DCE
DELOITTE	Review of information system	147,612.52	2013	CE - Executive
DELOITTE	Review of information system	302,841.00	2013	CE - Executive
KPMG	IT system performance risk review and advice	3,135.00	2013	PR - Information Security
KPMG	Property Management Centre of Expertise review	3,819.56	2013	PMCoE Projects
KPMG	Property Management Centre of Expertise review	11,362.72	2013	PMCoE Projects

Acronym or Abbreviation	Explanation
CAP	Childrens Action Plan
CI	Community Investment
CIGA	Christchurch Itegrated Government Accommodation
CoE	Centre of Expertise
CPI	Consumer Price Index
DCE	Deputy Chief Executive
Devel	Development
Fin	Finance
GM	General Manager
GPP	Government Property Portal
HARP	Heritage Application Replacement Programme
HRD	Human Resource Development
HRMS	Human Resource Management System
HSB	Harmful Sexual Behaviour
IQA	Independent Quality Assurance
Mgr	Manager
MY HR	MyHR is an online human resources application used by the Ministry
NCIWR	National Collective of Independent Women's Refuges
PCAR	People, Capability and Resources - a former Ministry Business Unit
PMCoE	Project Management Centre of Expertise
SCMS	Single Client Management System
SH	Social Housing
SIU	Social Investment Unit
SSI	Social Sector Investment
SSICP	Social Sector Investment Change Programme
SSP	Social Sector Policy
UCV11	UCV11 is a legacy software application previously used by the Ministry
YD	Youth Development

KPMG	Property Management Centre of Expertise review	11,817.72	2013	PMCoE Projects
KPMG	IT system performance risk review and advice	24,845.00	2013	IS - Applications Management
KPMG	NGO external provider audit services	24,846.65	2013	HCN National Unit
KPMG	IT system performance risk review and advice	42,000.00	2013	IS - Mgr IT Performance & Risk
PRICE WATERHOUSE COOPERS	Risk Management & Assurance Assistance	14,700.00	2013	DCE Risk & Assurance
DELOITTE	External independent audit services	12,850.00	2014	Family Violence
DELOITTE	External independent audit services	33,676.00	2014	Family Violence
DELOITTE	Investing in Services for Outcomes (ISO) review	35,000.00	2014	CI-DCE Community Investment
DELOITTE	Investing in Services for Outcomes (ISO) review	50,300.00	2014	CI-GM ISO
DELOITTE	External independent audit services	59,500.00	2014	CAP Directorate
DELOITTE	Security Advisory Services	122,300.00	2014	IS - Chief Information Officer
DELOITTE	Security Advisory Services	171,468.73	2014	IS - Chief Information Officer
DELOITTE	Security Advisory Services	4,400.03	2014	IS - Chief Information Officer
DELOITTE	Business Simplification - IT	11,000.00	2014	Director Simplification
ERNST & YOUNG	Independant Quality Assurance - CIGA	50,000.00	2014	PMCoE Projects
KPMG	Review and due diligence of Specialist Services	14,970.00	2014	GM Senior Services
KPMG	Childrens' Action Plan review	15,200.00	2014	K&I - Intergration and Reporti
KPMG	Welfare Reform IQA	16,500.00	2014	Director Online Tech Solutions
KPMG	Simplification business transformation	25,548.00	2014	Director Simplification
KPMG	Simplification business transformation	27,720.00	2014	Director Simplification
KPMG	housing Assessment Transfer process review	142,155.00	2014	Business Change Program
PRICE WATERHOUSE COOPERS	GPP review	10,000.00	2014	PPT MGMT Centre of Expertise
PRICE WATERHOUSE COOPERS	Data Hub delivery workshop	23,500.00	2014	Datahub
PRICE WATERHOUSE COOPERS	review of IT business case	26,250.00	2014	IS - Enterprise Architecture
PRICE WATERHOUSE COOPERS	GPP review	72,418.73	2014	PPT MGMT Centre of Expertise
PRICE WATERHOUSE COOPERS	Integrated Service Outcomes	86,106.28	2014	CI-GM ISO
PRICE WATERHOUSE COOPERS	Integrated Service Outcomes	6,750.00	2014	CI-GM ISO
DELOITTE	Business Simplification - IT	- 20,240.00	2015	DCE Strategic Change
DELOITTE	Business Simplification - IT	1,000.00	2015	Simplification IT
DELOITTE	Certification and Accreditation	2,438.60	2015	Chief Information Security off
DELOITTE	Business Simplification - IT	4,000.00	2015	Simplification IT
DELOITTE	Business Simplification - IT	5,000.00	2015	Simplification IT
DELOITTE	Business Simplification - IT	8,040.50	2015	Simplification IT
DELOITTE	Certification and Accreditation	8,901.49	2015	Chief Information Security off
DELOITTE	Frontline Security Review Phase 2	17,742.06	2015	Security Review Secretariat
DELOITTE	Change management and Organsiational Design	18,433.13	2015	General Manager - HR
DELOITTE	NGO contracting audit and programme review services	21,730.52	2015	CI-DCE Community Investment
DELOITTE	Cyber Security Review and Improvements	24,553.33	2015	PCAR - DCE
DELOITTE	Modernising CYF Project	27,250.00	2015	CYF Modernisation
DELOITTE	Business Simplification - IT	28,000.00	2015	Simplification IT
DELOITTE	Certification and Accreditation	29,000.00	2015	Chief Information Security off
DELOITTE	Business Simplification - IT	30,000.00	2015	Simplification IT
DELOITTE	Modernising CYF Project	45,272.48	2015	CYF Modernisation
DELOITTE	Business Simplification - IT	49,434.80	2015	DCE Strategic Change
DELOITTE	Frontline Security Review Phase 2	63,520.00	2015	Security Review Secretariat
DELOITTE	Frontline Security Review Phase 2	66,560.00	2015	Security Review Secretariat
DELOITTE	Modernising CYF Project	68,750.00	2015	CYF Modernisation
DELOITTE	Modernising CYF Project	81,039.00	2015	CYF Modernisation
DELOITTE	Frontline Security Review Phase 2	84,480.00	2015	Security Review Secretariat
DELOITTE	Modernising CYF Project	111,842.00	2015	CYF Modernisation
DELOITTE	Expert Advisory Services - Review CYF	115,000.00	2015	CYF Modernisation
DELOITTE	Modernising CYF Project	122,418.00	2015	CYF Modernisation
DELOITTE	Modernising CYF Project	150,000.00	2015	CYF Modernisation
DELOITTE	Modernising CYF Project	152,902.00	2015	CYF Modernisation
DELOITTE	Modernising CYF Project	163,605.00	2015	CYF Modernisation
DELOITTE	Business Simplification - IT	173,340.00	2015	DCE Strategic Change
DELOITTE	Business Simplification - IT	176,000.00	2015	DCE Strategic Change
DELOITTE	Business Simplification - IT	184,591.08	2015	Director Simplification
DELOITTE	Modernising CYF Project	187,452.41	2015	CYF Modernisation

DELOITTE	Modernising CYF Project	215,338.37	2015	CYF Modernisation
DELOITTE	Business Simplification - IT	220,520.00	2015	DCE Strategic Change
DELOITTE	Frontline Security Review Phase 2	237,340.55	2015	Security Review Secretariat
DELOITTE	Business Simplification - IT	248,447.72	2015	Director Simplification
DELOITTE	Business Simplification - IT	249,000.00	2015	Director Simplification
DELOITTE	Frontline Security Review Phase 2	250,640.00	2015	Security Review Secretariat
DELOITTE	Modernising CYF Project	275,200.00	2015	CYF Modernisation
DELOITTE	Frontline Security Review Phase 2	285,279.31	2015	Security Review Secretariat
DELOITTE	Business Simplification - IT	302,339.00	2015	DCE Strategic Change
DELOITTE	Business Simplification - IT	302,339.00	2015	Director Simplification
DELOITTE	Business Simplification - IT	302,339.00	2015	Director Simplification
DELOITTE	Business Simplification - IT	305,026.51	2015	Director Simplification
DELOITTE	Business Simplification - IT	309,781.15	2015	Director Simplification
DELOITTE	Modernising CYF Project	359,156.10	2015	CYF Modernisation
DELOITTE	Business Simplification - IT	377,923.00	2015	Director Simplification
DELOITTE	Business Simplification - IT	204,507.00	2015	Director Simplification
KPMG	Social Housing due diligence audit	3,406.00	2015	GM Services & Contracts Manage
KPMG	Simplification business transformation	5,570.70	2015	Director Simplification
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	- 19,425.00	2015	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	417.39	2015	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	Value for money workshop	14,225.51	2015	Fin - Chief Financial Officer
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	14,955.91	2015	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	GPP review	16,090.24	2015	PMCoE Operations
PRICE WATERHOUSE COOPERS	Integrated Service Outcomes	19,425.00	2015	CI-Director Strategic Investme
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	23,322.00	2015	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	62,540.00	2015	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	review of IT business case	9,550.00	2015	IS - Enterprise Architecture
PRICE WATERHOUSE COOPERS	GPP review	15,000.00	2015	PPT MGMT Centre of Expertise
PRICE WATERHOUSE COOPERS	Budget Services Trials review and advice	25,000.00	2015	CI-Director Strategic Investme
PRICE WATERHOUSE COOPERS	Family violence review of cost of services	30,000.00	2015	SSP - DCE
PRICE WATERHOUSE COOPERS	GPP review	30,000.00	2015	PPT MGMT Centre of Expertise
DELOITTE	NGO contracting audit and programme review services	- 1,900.00	2016	CI-DCE Community Investment
DELOITTE	NGO contracting audit and programme review services	628.00	2016	CI-DCE Community Investment
DELOITTE	Cyber Security Review and Improvements	1,200.00	2016	IS - Mgr IT Performance & Risk
DELOITTE	NGO contracting audit and programme review services	1,900.00	2016	CI-DCE Community Investment
DELOITTE	NGO contracting audit and programme review services	3,612.25	2016	CI-DCE Community Investment
DELOITTE	Change management and Organsiationl Design	4,102.70	2016	DCE Strategic Change
DELOITTE	NGO contracting audit and programme review services	8,028.46	2016	CI-DCE Community Investment
DELOITTE	WorkSafe Trial - independent Prosecution review	14,217.50	2016	Legal Services(Chief Legal Adv
DELOITTE	Cyber Security Review and Improvements	20,500.00	2016	IS - Mgr IT Performance & Risk
DELOITTE	Security and Privacy Function Review MSD	23,490.10	2016	Simplification IT
DELOITTE	NGO contracting audit and programme review services	40,000.00	2016	CI-DCE Community Investment
DELOITTE	Review of CPI on annual benefit rate adjustments	47,188.98	2016	Housing
DELOITTE	NGO contracting audit and programme review services	52,029.96	2016	CI-DCE Community Investment
DELOITTE	NGO contracting audit and programme review services	60,663.00	2016	CI-DCE Community Investment
DELOITTE	Business Simplification - IT	107,485.31	2016	DCE Strategic Change
DELOITTE	Change management and Organsiationl Design	107,838.26	2016	DCE Strategic Change
DELOITTE	Change management and Organsiationl Design	109,227.37	2016	DCE Strategic Change
DELOITTE	Business Simplification - IT	130,650.00	2016	DCE Strategic Change
DELOITTE	Investing in Children Programme	138,462.34	2016	Investment in Children Prog
DELOITTE	Expert Advisory Services - Review CYF	152,395.43	2016	CYF Modernisation
DELOITTE	Expert Advisory Services - Review CYF	153,092.00	2016	CYF Modernisation
DELOITTE	Business Simplification - IT	156,544.21	2016	DCE Strategic Change
DELOITTE	Business Simplification - IT	215,513.66	2016	Simplification IT
DELOITTE	Business Simplification - IT	224,615.00	2016	DCE Strategic Change
DELOITTE	Expert Advisory Services - Review CYF	233,500.00	2016	CYF Modernisation
DELOITTE	Business Simplification - IT	296,000.00	2016	Simplification IT
DELOITTE	Expert Advisory Services - Review CYF	316,487.24	2016	CYF Modernisation
DELOITTE	Business Simplification - IT	354,000.00	2016	Simplification IT

DELOITTE	Expert Advisory Services - Review CYF	361,431.20	2016	CYF Modernisation
DELOITTE	Business Simplification - IT	375,000.00	2016	Simplification IT
DELOITTE	Expert Advisory Services - Review CYF	20,000.00	2016	CYF Modernisation
DELOITTE	Business Simplification - IT	245,921.00	2016	Simplification IT
ERNST & YOUNG	Simplification Programme review services	19,762.50	2016	Director Simplification
ERNST & YOUNG	Simplification Programme review services	22,950.00	2016	Director Simplification
ERNST & YOUNG	Expert Advisroy Panel -Secretariat services	57,684.19	2016	CYF Modernisation
ERNST & YOUNG	Security Response Programme Review	89,735.00	2016	Organisational Projects
ERNST & YOUNG	Expert Advisroy Panel -Secretariat services	26,000.00	2016	CYF Modernisation
ERNST & YOUNG	Expert Advisroy Panel -Secretariat services	59,864.00	2016	CYF Modernisation
ERNST & YOUNG	Expert Advisroy Panel -Secretariat services	76,054.00	2016	CYF Modernisation
ERNST & YOUNG	Expert Advisroy Panel -Secretariat services	78,085.00	2016	CYF Modernisation
KPMG	other professional services	6,877.31	2016	Organisational Projects
KPMG	review of Historical claims process	14,254.50	2016	DCE Organisational Governance
KPMG	Project Management Office	17,500.00	2016	Business Design and Implementa
KPMG	IT system performance risk review and advice	23,348.00	2016	IS - Applications Management
KPMG	Project Management Office	25,000.00	2016	Business Design and Implementa
KPMG	IT system performance risk review and advice	25,165.00	2016	IS - Applications Management
KPMG	External Focus Group facilitation	31,100.00	2016	Housing Assessment trf proj
KPMG	Property Management Centre of Expertise review	34,000.00	2016	PMCoE Projects
KPMG	Childrens' Action Plan review	47,235.57	2016	CAP Viki/HUB
KPMG	Investing in Children transformation	53,642.00	2016	Investment in Children Prog
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	14,472.00	2016	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	Simplification Business transformation	17,440.93	2016	Director Simplification
PRICE WATERHOUSE COOPERS	SCMS test environment	22,000.00	2016	PCAR - DCE
PRICE WATERHOUSE COOPERS	Professional advice	26,796.69	2016	Cio Directorate
PRICE WATERHOUSE COOPERS	GPP review	37,478.13	2016	PMCoE Projects
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	60,700.00	2016	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	Property management CoE specialist services	109,361.94	2016	Social Investment Unit
PRICE WATERHOUSE COOPERS	Health and Safety operating model	1,035.00	2016	Organisational Projects
PRICE WATERHOUSE COOPERS	Investment logic business case workshop	2,133.00	2016	Business Design and Implementa
PRICE WATERHOUSE COOPERS	Social Sector Contracting tool review	2,750.00	2016	CI-Planning & Performance
PRICE WATERHOUSE COOPERS	Social Sector Contracting tool review	3,000.00	2016	CI-Planning & Performance
PRICE WATERHOUSE COOPERS	GPP review	4,858.51	2016	PMCoE Projects
PRICE WATERHOUSE COOPERS	Simplification Business transformation	5,281.00	2016	Director Simplification
PRICE WATERHOUSE COOPERS	SSICP workshop and support	7,067.56	2016	DCE Social Sector
PRICE WATERHOUSE COOPERS	GPP review	8,568.00	2016	PMCoE Projects
PRICE WATERHOUSE COOPERS	GPP review	8,700.00	2016	PMCoE Projects
PRICE WATERHOUSE COOPERS	UCV11 review	8,990.00	2016	PCAR - DCE
PRICE WATERHOUSE COOPERS	Property management CoE specialist services	13,726.00	2016	Social Investment Unit
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	15,900.00	2016	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Security testing of Kiosk Phase 2	17,590.00	2016	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	SSICP workshop and support	18,100.00	2016	DCE Social Sector
PRICE WATERHOUSE COOPERS	Investment logic business case workshop	19,951.27	2016	Business Design and Implementa
PRICE WATERHOUSE COOPERS	UCV11 review	19,992.00	2016	PCAR - DCE
PRICE WATERHOUSE COOPERS	SCMS test environment	23,500.00	2016	PCAR - DCE
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	23,504.89	2016	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	25,695.00	2016	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Health and Safety operating model	28,678.13	2016	Organisational Projects
PRICE WATERHOUSE COOPERS	Health and Safety operating model	34,305.00	2016	Organisational Projects
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	35,000.00	2016	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Social Sector Contracting tool review	41,057.00	2016	CI-Planning & Performance
PRICE WATERHOUSE COOPERS	SSICP workshop and support	50,000.00	2016	DCE Social Sector
PRICE WATERHOUSE COOPERS	HARP Bus Implentation Programme	68,566.26	2016	Director Online Tech Solutions
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	74,737.00	2016	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	SSICP workshop and support	84,479.00	2016	DCE Social Sector
PRICE WATERHOUSE COOPERS	Health and Safety operating model	96,345.00	2016	Organisational Projects
PRICE WATERHOUSE COOPERS	Simplification Business transformation	106,561.00	2016	DCE Strategic Change
PRICE WATERHOUSE COOPERS	Property management CoE specialist services	118,820.00	2016	Social Investment Unit

PRICE WATERHOUSE COOPERS	Simplification Business transformation	3,900.00	2016	Director Simplification
PRICE WATERHOUSE COOPERS	Simplification Business transformation	10,287.50	2016	DCE Strategic Change
PRICE WATERHOUSE COOPERS	Simplification Business transformation	15,635.00	2016	DCE Strategic Change
PRICE WATERHOUSE COOPERS	Simplification Business transformation	15,690.00	2016	DCE Strategic Change
DELOITTE	Investing in Children Programme of Work	1,500.00	2017	Business & Operating Model
DELOITTE	Certification and Accreditation	1,800.00	2017	Chief Information Security off
DELOITTE	Certification and Accreditation	2,400.00	2017	Chief Information Security off
DELOITTE	Social Investment Unit work	3,376.00	2017	Data Exchange Prod 1
DELOITTE	Social Investment Unit work	3,915.00	2017	Commissioning Platform
DELOITTE	Investing in Children Programme of Work	4,000.00	2017	Business & Operating Model
DELOITTE	Investing in Children Programme of Work	6,000.00	2017	Business & Operating Model
DELOITTE	Social Investment Unit work	6,105.45	2017	Commissioning Platform
DELOITTE	Certification and Accreditation	7,800.00	2017	Chief Information Security off
DELOITTE	Social Investment Unit work	13,772.00	2017	Data Exchange Prod 1
DELOITTE	Social Investment Unit work	15,660.05	2017	SIU Operations
DELOITTE	Social Investment Unit work	16,456.00	2017	Data Exchange Prod 1
DELOITTE	Social Investment Unit work	17,003.35	2017	Commissioning Platform
DELOITTE	Investing in Children Programme of Work	18,500.00	2017	Business & Operating Model
DELOITTE	Social Investment Unit work	20,129.30	2017	SIU Operations
DELOITTE	Investing in Children Programme	20,200.00	2017	DCE Strategic Change
DELOITTE	Social Housing support services	28,000.00	2017	DCE Social Housing
DELOITTE	Investing in Children Programme	30,000.00	2017	Investment in Children Prog
DELOITTE	Review of CPI on annual benefit rate adjustments	30,300.00	2017	Employment & Income Support
DELOITTE	Social Investment Unit work	33,400.70	2017	Commissioning Platform
DELOITTE	Investing in Children Programme	35,092.95	2017	DCE Strategic Change
DELOITTE	Social Investment Unit work	49,674.00	2017	Data Exchange Prod 1
DELOITTE	Social Investment Unit work	92,088.00	2017	Data Exchange Prod 1
DELOITTE	Investing in Children Programme	100,000.00	2017	Service & Practice Model
DELOITTE	Social Housing support services	100,000.00	2017	DCE Social Housing
DELOITTE	Investing in Children Programme	120,000.00	2017	Investment in Children Prog
DELOITTE	Investing in Children Programme	134,000.00	2017	Investment in Children Prog
DELOITTE	Investing in Children Programme	180,760.00	2017	Service & Practice Model
DELOITTE	Investing in Children Programme	196,214.50	2017	Investment in Children Prog
DELOITTE	Investing in Children Programme	200,090.00	2017	Investment in Children Prog
ERNST & YOUNG	Social Investment Unit professional services	222,116.00	2017	SIU Operations
ERNST & YOUNG	Simplification Programme review services	444,231.00	2017	Director Simplification
ERNST & YOUNG	Simplification Programme review services	-176,750.00	2017	Director Simplification
ERNST & YOUNG	Digital Channels Security Assessment	10,200.00	2017	Director Online Tech Solutions
ERNST & YOUNG	IT Security Programme Review	10,908.00	2017	Chief Information Security off
ERNST & YOUNG	Social Investment Unit professional services	14,000.00	2017	SIU Operations
ERNST & YOUNG	Social Investment Unit professional services	36,000.00	2017	SIU Operations
ERNST & YOUNG	Social Investment Unit professional services	76,375.00	2017	SIU Operations
ERNST & YOUNG	Investing in Children Review services	132,310.00	2017	Investment in Children Prog
ERNST & YOUNG	Investing in Children Review services	176,750.00	2017	Investment in Children Prog
KPMG	NGO MSD programme management	1,051.00	2017	CI-GM Comm Outcomes & Services
KPMG	other professional services	5,600.00	2017	Organisational Projects
KPMG	IT system performance risk review and advice	5,970.00	2017	IS - Applications Management
KPMG	Statement of Performance and journey maps	10,921.95	2017	GM Contracts - Housing
KPMG	IT system performance risk review and advice	11,964.00	2017	IS - Chief Information Officer
KPMG	Simplification business transformation	12,048.00	2017	Director Simplification
KPMG	New Children's Entity Establishment	12,279.00	2017	Investment in Children Prog
KPMG	Social Housing phase 1 and 2 business case	12,440.00	2017	DCE Social Housing
KPMG	Social Housing phase 1 and 2 business case	17,815.00	2017	DCE Social Housing
KPMG	Social Housing phase 1 and 2 business case	20,159.60	2017	DCE Social Housing
KPMG	Social Housing phase 1 and 2 business case	24,050.50	2017	DCE Social Housing
KPMG	risk and assurance services	24,902.56	2017	SIU Operations
KPMG	New Children's Entity Establishment	29,079.00	2017	Investment in Children Prog
KPMG	Simplification business transformation	41,600.00	2017	Director Simplification
KPMG	Simplification business transformation	47,952.00	2017	Director Simplification

KPMG	New Children's Entity Establishment	52,900.00	2017	Investment in Children Prog
KPMG	Investing in Children transformation	206,304.49	2017	CYF Modernisation
KPMG	New Children's Entity Establishment	242,617.97	2017	Investment in Children Prog
KPMG	New Children's Entity Establishment	267,091.93	2017	Investment in Children Prog
KPMG	New Children's Entity Establishment	443,140.48	2017	Investment in Children Prog
KPMG	New Children's Entity Establishment	551,970.92	2017	Investment in Children Prog
PRICE WATERHOUSE COOPERS	Pacific taking Action - HSB sprints	6,500.00	2017	Adult Fam&Comm-Safe Families
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	1,550.00	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	SCMS test environment	1,896.00	2017	PCAR - DCE
PRICE WATERHOUSE COOPERS	Simplification Business transformation	18,000.00	2017	Director Simplification
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	38,525.20	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Social Sector Contracting tool review	50,974.80	2017	CI-Planning & Performance
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	545.91	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	1,000.00	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	HRMS review and advice	5,950.00	2017	People Culture & Inclusion
PRICE WATERHOUSE COOPERS	Investing in Children transistion	11,550.00	2017	Children's Investment & Insign
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	14,500.00	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Optimal mix Family Violence services advice	15,387.00	2017	CI-Operational Policy&Innovati
PRICE WATERHOUSE COOPERS	Investing in Children transistion	15,984.00	2017	Investment in Children Prog
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	17,000.00	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	HRMS review and advice	18,144.00	2017	People Culture & Inclusion
PRICE WATERHOUSE COOPERS	High level design for speciliast sexual violence programme	32,138.00	2017	CI-GM Serv Dev & Innovation
PRICE WATERHOUSE COOPERS	Housing related services and advice	33,953.70	2017	Housing
PRICE WATERHOUSE COOPERS	HRMS review and advice	38,306.00	2017	General Manager - HR
PRICE WATERHOUSE COOPERS	Housing related services and advice	49,448.57	2017	Housing
PRICE WATERHOUSE COOPERS	Pacific taking Action - HSB sprints	68,000.00	2017	Adult Fam&Comm-Safe Families
PRICE WATERHOUSE COOPERS	Pacific taking Action - HSB sprints	70,480.00	2017	Adult Fam&Comm-Safe Families
DELOITTE	External independent audit services	4,019.80	2018	GM Services & Contracts Manage
DELOITTE	External independent audit services	9,145.49	2018	GM Services & Contracts Manage
DELOITTE	Change management and Organsiatonal Design	13,713.56	2018	General Manager - HR
DELOITTE	Benefit Re-alignment Project	27,316.41	2018	Group GM Strategy and Change
DELOITTE	Change management and Organsiatonal Design	45,900.13	2018	General Manager - HR
DELOITTE	Change management and Organsiatonal Design	117,992.29	2018	General Manager - HR
DELOITTE	Change management and Organsiatonal Design	158,940.97	2018	General Manager - HR
DELOITTE	Change management and Organsiatonal Design	182,753.63	2018	General Manager - HR
ERNST & YOUNG	Social Investment Unit professional services	44,440.00	2018	SIU Operations
KPMG	Simplification business transformation	19,922.00	2018	Director Simplification
KPMG	Social Housing Performance framework	20,935.00	2018	SH Nat Mgr Trfrs and Transacti
KPMG	IT system performance risk review and advice	21,961.44	2018	IS - Availability and Resilien
KPMG	Social Housing Performance framework	23,025.00	2018	SH Nat Mgr Tactical Resp & Del
KPMG	Social Housing phase 1 and 2 business case	25,967.10	2018	DCE Social Housing
KPMG	Social Housing Performance framework	31,784.50	2018	SH Strategic Purchasing
KPMG	Training and Quality Operating Model	38,026.50	2018	GM Business Process Improvemen
KPMG	Childrens' Action Plan review	40,000.00	2018	Housing
KPMG	Contract Risk Analysis	40,000.00	2018	GM Contracts - Housing
KPMG	Simplification business transformation	45,746.78	2018	Director Simplification
KPMG	Project Management Office	56,492.48	2018	Business Design and Implementa
KPMG	Training and Quality Operating Model	90,900.00	2018	GM Client Service Quality
PRICE WATERHOUSE COOPERS	Social Investment sandbox	4,345.00	2018	Strategic Issues & Investment
PRICE WATERHOUSE COOPERS	Social Investment sandbox	15,000.00	2018	Strategic Issues & Investment
PRICE WATERHOUSE COOPERS	Social Housing specialist contracted staff	16,960.00	2018	SH GM Strategic Mgmt and Plann
PRICE WATERHOUSE COOPERS	Social Housing specialist contracted staff	- 25,306.73	2018	SH Nat Mgr Tactical Resp & Del
PRICE WATERHOUSE COOPERS	Digital workplace review	- 12,487.19	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	Social Investment sandbox	3,934.00	2018	Strategic Issues & Investment
PRICE WATERHOUSE COOPERS	Social Housing specialist contracted staff	4,374.00	2018	SH Nat Mgr Tactical Resp & Del
PRICE WATERHOUSE COOPERS	Social Housing specialist contracted staff	12,487.19	2018	SH Nat Mgr Tactical Resp & Del
PRICE WATERHOUSE COOPERS	Housing related services and advice	17,063.87	2018	Housing
PRICE WATERHOUSE COOPERS	My HR stabilisation	18,777.42	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	Digital Services review	22,500.00	2018	Strategic Issues & Investment

PRICE WATERHOUSE COOPERS	Social Investment sandbox	25,306.73	2018	Strategic Issues & Investment
PRICE WATERHOUSE COOPERS	Social Investment sandbox	37,793.73	2018	Strategic Issues & Investment
PRICE WATERHOUSE COOPERS	Housing related services and advice	40,055.04	2018	Housing
PRICE WATERHOUSE COOPERS	IT Strategy and Capbility review	49,268.00	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	HRMS review and advice	65,259.53	2018	GM Info Privacy Policy Practic
PRICE WATERHOUSE COOPERS	HRMS review and advice	68,956.13	2018	GM Info Privacy Policy Practic
PRICE WATERHOUSE COOPERS	IT Strategy and Capbility review	100,708.00	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	My HR data cleanse project	155,145.31	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	IT Strategy and Capbility review	171,618.00	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	My HR stabilisation	222,147.32	2018	PCAR - DCE
PRICE WATERHOUSE COOPERS	HRMS review and advice	225,642.38	2018	HRD Shared Services
PRICE WATERHOUSE COOPERS	HRMS review and advice	293,560.59	2018	HRD Shared Services

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