

23 April 2025

s 9(2)(a)

Tēnā koe s 9(2)(a)

I write in response to your request dated 3 March 2025 for information under the Official Information Act 1982 (the Act):

*I am writing to request the following information regarding Kāinga Ora – Homes and Communities:*

*Spending on External Consultancy and Services:*

- *I kindly request detailed information on the total expenditure incurred by Kāinga Ora on external consultancy and services delivered over the previous 18 months as of 3rd March 2025. This request encompasses both ongoing and completed projects.*
- *Additionally, I would appreciate a comprehensive list of the vendors engaged, including but not limited to McKinsey, John Bell, Nimbl, and Deloitte, specifying the nature and scope of the functions, services or deliverables provided by each vendor or consultant.*
- *Please ensure that the information includes consultancy services and external contractors delivering pieces of work. This does not need to include services that are utilized as a regular business services, for example, document destruction services provided by companies like TIMG.*
- *Regular maintenance work carried out by tradespeople within physical offices*
- *Computing hosting costs (i.e. through AWS or Google Cloud)*

*Gifts and Conflicts of Interest:*

- *I am seeking records of any gifts and conflicts of interest reported by decision-makers within Kāinga Ora concerning the aforementioned vendors and external suppliers. This includes any declarations, (potential) conflicts of interest noted or documentation relating to gifts received, dinners, shares, events attended etc.*
- *I would greatly appreciate it if you could provide this information in an electronic format where possible. If any portions of this request are likely to require a more extended period to process, I kindly ask that you notify me of the estimated timeframe and the reasons for any delay at your earliest convenience.*

We emailed you on 10 March 2025 asking you to refine your request, as some elements of it are difficult to meet without substantial collation or research. As we did not hear back from you, we sent you a reminder on 17 March 2025. However, there has been no response to that follow up email either, so we are now responding to your original request.

**Spending on External Consultancy and Services in the 18 months as of 3rd March 2025**

Information on spending on external consultants and contractors is included in the Annual Review response published on the parliament website at:

- [https://www.parliament.nz/resource/en-NZ/54SCSSC\\_EVI\\_243cc4bf-3055-49d9-9599-08dced837d23\\_SSC10713/a45ac50a06885cbe5e65c57118163de914628fc0](https://www.parliament.nz/resource/en-NZ/54SCSSC_EVI_243cc4bf-3055-49d9-9599-08dced837d23_SSC10713/a45ac50a06885cbe5e65c57118163de914628fc0).

This document explains the use of contractors and consultants at Kāinga Ora and includes spending up until 30 June 2024. It provides the total cost of each contractor and consultants for spend over \$100,000.

The appendix provides the second quarter report which includes information on contractor spending over \$100,000 for the period 1 July 2024 to 31 December 2024. I am also providing the total costs of the vendors that you specified, for the period 1 July 2024 to 28 February 2025. This is set out in the following table:

| Vendor   | Nature and scope   | Total cost (GST inclusive) |
|--|--|----------------------------|
| NZO Limited as trustee for the McKinsey and Company unit trust | Organisational Health Index  | \$184,000.00               |
| Rojo Consulting Limited (John Bell)                            | Review of Kāinga Ora technology environment  | \$35,517.14                |
| Nimbl Consulting Limited                                       | Support for consultation process; Continuous Delivery Coaching, VMO and Onboarding Design  | \$465,426.64               |
| Deloitte Limited   | Enterprise Integration Platform Project; Service Experience support until Continuous Delivery; Asset Management and Maintenance Assurance Review; Implementation of healthy home inspections; Mangere & Porirua Cost Benefit Analysis Framework development and support; Implementation for Home Loan Product Digitisation; other Auditing and Assurance services. | \$4,435,312.87             |

Your request for contractor costs below \$100,000 or information on all contractors since 31 December 2024 is refused under section 18(f) of the Act as, ‘...*the information requested cannot be made available without substantial collation or research.*’ While the information is held by Kāinga Ora, it is not centrally recorded and would require a manual review of individual invoices and payments, to identify the nature of each contract or service. Kāinga Ora also considered charging for the time needed to conduct this manual collation but concluded that this would adversely impact its ability to carry out its other administrative functions/operations.

#### **Gifts and Conflicts of Interest:**

Information on gifts and conflicts of interest (COI) is also published annually in the Annual Review responses, in the same document as referred to above. This provides gift information up to 30 June 2024.

I can provide the following gift information for the period 1 July 2024 to 28 February 2025 for the specified companies.

| Gift received from | Gift description                                     | Position                                       | Approx value         | Declaration date |
|--------------------|--|--|----------------------|------------------|
| Deloitte           | Invitation and ticket to the Deloitte Top 200 Awards | General Manager-Urban Development and Delivery | \$100 to under \$200 | 12 December 2024 |
| Deloitte           | Deloitte Tax Conference                              | Tax manager                                    | Under \$50           | 26 November 2024 |

COI information for tier 1 to tier 3 is also published in the Annual Review responses for the period 1 July 2023 to 30 June 2024. However, only the total number of declarations is provided.

The Chief Executive submitted a COI declaration on 5 December 2024, declaring previous contracting with McKinsey and Company. The current contract with McKinsey is managed by the People Team and the Chief Executive is not involved in the process. No COI declarations have been entered for tier 2 or tier 3 staff in relation to the four specified companies.

I am withholding all other details of conflict of interest declarations for Kāinga Ora decision makers under the following sections of the Act:

- 9(2)(a) '*...to protect the privacy of natural persons...*'
- 9(2)(ba)(i) '*...to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied...*'

In making my decision to withhold information under section 9 of the Act, I considered that the public interest in the information did not outweigh the need to withhold the information.

You have the right to seek an investigation and review by the Ombudsman of this decision. There is information about how to make a complaint at <https://www.ombudsman.parliament.nz> or by freephone on [0800 802 602](tel:0800802602).

Please note that Kāinga Ora proactively releases some responses to official information requests where possible. Our response to your request may be published at <https://kaingaora.govt.nz/publications/official-information-requests/>, with your personal information removed.

Nāku iti noa, nā



Tracey Taylor  
**General Manager, People Governance and Capability**

**Appendix:****2025 Financial Year Quarter 1 Consultants (1 July to 30 September 2024)**

| By Supplier                     | Description  | Amount (\$ GST incl) |
|---------------------------------|--|----------------------|
| AURECON NZ LTD                  | Asset Management Review  | 782,528              |
| DAUM & CO PTY LTD               | Professional service for Responsive Maintenance System Optimisation  | 727,876              |
| MERKLE AOTEAROA LIMITED         | He Pātaka Herenga – Design & Build for Relationship Management and Opportunity Management                    | 609,487              |
| DELOITTE LIMITED                | Statement of Work to cover the implementation of Healthy Homes inspections                                   | 499,659              |
| DELOITTE LIMITED                | Integration Platform Deployment - Enterprise Integration Platform (EIP) Project                              | 451,681              |
| DELOITTE LIMITED                | Service Experience bridging phase support until Continuous Delivery  | 302,479              |
| TONKIN & TAYLOR LIMITED         | Flood Modelling Properties Auckland 2023.  | 286,866              |
| AURECON NZ LTD                  | Asset Management System Review – Workstream  | 270,961              |
| MERKLE AOTEAROA LIMITED         | He Pātaka Herenga (Relationship Management) 3rd party support for Salesforce                                 | 253,236              |
| NIMBL CONSULTING LIMITED        | Continuous Delivery Value Management Office & Onboarding Design  | 172,876              |
| PAUL BROWN & ASSOCIATES LIMITED | Architectural Consultancy Services for Complex Significant Projects System Development (CSP Pilot Programme) | 165,608              |
| DAUM & CO PTY LTD               | Continuous improvement Project by Daum & Co, Pty Ltd for Piritahhi   | 149,086              |
| MERKLE AOTEAROA LIMITED         | Merkle-He Pataka Herenga (HPH) – Opportunity Management (Discover and Align)                                 | 128,813              |

|                               |           |
|-------------------------------|-----------|
| Total Consultant over \$100k  | 4,801,156 |
| Total Consultant under \$100k | 1,211,196 |
| Total Consultant Spend        | 6,012,352 |



**2025 Financial Year Quarter 2 consultants (1 October to 31 December 2024)**

| By Supplier                     | Description  | Amount (\$ GST incl) |
|---------------------------------|--|----------------------|
| AURECON NZ LTD                  | Professional Services for Asset Management System Review   | 1,209,823            |
| DELOITTE LIMITED                | Service Experience bridging phase support until Continuous Delivery  | 780,802              |
| DELOITTE LIMITED                | Inspections- Delivery of health and safety integrations  | 555,360              |
| MERKLE AOTEAROA LIMITED         | He Pātaka Herenga (HPH) – Design & Build (continuation) for Relationship Management (Stage 2) (21 Oct 24 to 31 Mar 25) | 542,848              |
| MERKLE AOTEAROA LIMITED         | He Pātaka Herenga – Design & Build for Relationship Management and Opportunity Management                              | 515,769              |
| MERKLE AOTEAROA LIMITED         | Stand-up a delivery team and design, build and release Opportunity Management for Divestments.                         | 476,159              |
| DELOITTE LIMITED                | Deloitte - Statement of Work to cover the implementation of Healthy Homes inspections                                  | 442,730              |
| THOMAS CONSULTANTS LIMITED      | Data collection - Auckland Flood Properties Assessment   | 429,012              |
| DAUM & CO PTY LTD               | Continuous improvement Project by Daum & Co, Pty Ltd for Piritahhi   | 373,812              |
| DAUM & CO PTY LTD               | Professional service for Responsive Maintenance System Optimisation  | 341,023              |
| NIMBL CONSULTING LIMITED        | Continuous Delivery Transition Support   | 181,198              |
| PAUL BROWN & ASSOCIATES LIMITED | Complex Significant Projects System Development (CSP Pilot Programme)  | 161,269              |
| DELOITTE LIMITED                | Asset Management & Maintenance Transformation Programme Review   | 125,855              |

|                               |           |
|-------------------------------|-----------|
| Total Consultant over \$100k  | 6,135,660 |
| Total Consultant under \$100k | 297,728   |
| Total Consultant Spend        | 6,433,388 |