



29 February 2024

[REDACTED]
[REDACTED]

Ref: OIA-2023/24-0401

Dear [REDACTED]

Official Information Act request for correspondence with consulting firms between 14 October and 31 December 2023.

Thank you for your Official Information Act 1982 (the Act) request received on 10 January 2024. You requested:

Please supply the following information held by the Department of the Prime Minister and Cabinet under the Official Information Act:

Any correspondence (inbound and outbound) between DPMC and consulting firms (and their employees), such as Deloitte, KPMG, PWC, Boston Consulting Group, McKinsey, Bain, Martin Jenkins, Allen + Clarke, Ernst & Young, between 14 October and 31 December 2023.

Please let me know if you require any further information to process this request.

On 12 January 2024, we asked you to refine your request because searches would need to be completed across all electronic systems belonging to the Department of the Prime Minister and Cabinet (DPMC), including all staff email addresses, to identify relevant material. This would require substantial collation and research.

On 25 January 2024, you replied, refining your request to include:

Any correspondence (inbound and outbound) between DPMC senior managers (namely Rebecca Kitteridge, Julian Grey, Janine Smith, Rachel Hayward, Clare Ward, Stephen Crombie, Katrina Casey) and consulting firms (and their employees), such as Deloitte, KPMG, PWC, Boston Consulting Group, McKinsey, Bain, Martin Jenkins, Allen + Clarke, Ernst & Young, between 14 October and 31 December 2023.

We are now in a position, to release to you information pertaining to your refined request.

I have decided to release the relevant email communications, subject to information being withheld under the following sections of the Act:

- section 9(2)(a), to protect the privacy of individuals
- section 9(2)(b)(ii) would be likely to unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information
- section 9(2)(g)(ii), to prevent improper pressure or harassment.

A small amount of information has been deemed as out of scope of your request and is marked accordingly.

In making my decision, I have considered the public interest considerations in section 9(1) of the Act. No public interest has been identified that would be sufficient to override the reasons for withholding that information.

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 DPMC'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.

Yours sincerely



Clare Ward
Executive Director
Strategy, Governance and Engagement

From: s9(2)(a)
To: [Rachel.Hayward \[DPMC\]](mailto:Rachel.Hayward@dpmc.govt.nz)
Cc: 9(2)(a) ; 9(2)(g)(ii)
Subject: Re: EY/DPMC Financial Management
Date: Wednesday, 29 November 2023 7:58:13 am
Attachments: [image001.gif](#)

Hi Rachel,

Apologies I have been on leave and just back today. No worries at all. I think 9(2)(g)(ii) did reach out earlier - I will go back and organise a new time with her.

Thanks,
9(2)(a)

From: Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>
Sent: Wednesday, November 29, 2023 7:53:57 AM
To: s9(2)(a)
Cc: s9(2)(a) >; s9(2)(g)(ii)
s9(2)(g)(ii)
Subject: Re: EY/DPMC Financial Management

Hi 9(2)(a) - I'm so sorry but I've now got Cabinet this afternoon. Could we reschedule? I'll talk to 9(2)(a) about finding a new time.

Cheers

Rachel

From: Rachel Hayward [DPMC]
Sent: Tuesday, November 7, 2023 5:51:37 PM
To: s9(2)(a)
Cc: s9(2)(a) s9(2)(g)(ii)
s9(2)(g)(ii)
Subject: RE: EY/DPMC Financial Management

Thanks 9(2)(a) – the week starting the 27th might be safer. I'm copying in 9(2)(a) who will be able to help find at least a tentative time. I think it would be really helpful to have s9(2)(g)(ii) from Government House there too – unless you're planning to talk to her separately?

From: 9(2)(a)
Sent: Tuesday, 7 November 2023 5:46 pm
To: Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>
Cc: 9(2)(a) 9(2)(g)(ii)
9(2)(g)(ii)
Subject: RE: EY/DPMC Financial Management

Hi Rachel,

Thanks for the prompt response! Absolutely – would you be better placed on the week

beginning 20 November (or the week after)?

Let me know a day/time that best suits for us to schedule a meeting. Otherwise, if you prefer, I can touch base with you again in a couple weeks to see how your capacity is then.

Appreciate this is a busy time for yourself and the team, so thanks for making the time to meet with us.

Thanks,
9(2)(a)

9(2)(a) | Consultant | Enterprise Risk Consulting
Ernst & Young Group Limited
9(2)(a)

From: Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Sent: Tuesday, November 7, 2023 5:40 PM

To: 9(2)(a)

Cc: 9(2)(a) 9(2)(g)(ii)

9(2)(g)(ii)

Subject: RE: EY/DPMC Financial Management

[UNCLASSIFIED]

Hi 9(2)(a)

Thanks for your email. I'd be really keen to assist, but we are frantically busy at present with transition matters – we provide all the advice to the incoming government about government formation, ministerial portfolios etc, and advice to agencies about caretaker matters. Would it be possible to leave this a few weeks, until the government has been appointed and things have (hopefully) settled into a bit of a rhythm? I think it's a great exercise, and I'm a perfect candidate!

Cheers

Rachel

From: 9(2)(a)

Sent: Tuesday, 7 November 2023 2:46 pm

To: Rachel Hayward [DPMC] <Rachel.Hayward@dpmc.govt.nz>

Cc: 9(2)(a)

Subject: EY/DPMC Financial Management

Hi Rachel,

By way of introduction, I am reaching out to you as part of the team at EY that have been engaged to perform a review of Financial Management at DPMC. We are meeting with a range of stakeholders across the organisation to gain an understanding and insight into DPMC's

financial management processes.

s9(2)(g)(ii) mentioned she has reached out with an introduction to this review, however I have included the objectives below again for your reference.

Would you be available for a brief (30 minute) meeting this week. Some times we have available include:

- Wednesday (tomorrow) 2:30-3:00pm
- Thursday 9 November 10:00-10:30am or 12:30-1:00pm
- Friday 10 November 10-10:30am or 12:30-3:00pm

Please let me know if these times do not suit and I can look into what other options we have.

Thanks,
s9(2)(a)

The objectives of our internal audit are to assist in determining whether:

- *Appropriate processes and mechanisms are in place to support and enable strong financial management capability across staff and management.*
- *Sufficient resources are dedicated to enable effective management of the DPMC's finances, including the ongoing development of financial management capability across the organisation.*
- *Appropriate processes and mechanisms are in place to enable the prioritisation of budgets to deliver agreed outcomes in an effective and agile manner.*
- *Appropriate and robust budgeting and forecasting frameworks, policies, processes, and controls, including data and inputs used to create budgets, assumptions, and reporting and monitoring, are in place and operating effectively.*
- *Roles and responsibilities across the budgeting and forecasting processes across DPMC and CASS are clearly defined and understood, and staff are aware of what they need to do.*
- *Processes and controls that support the linkage of appropriations, including multi-year appropriations, to budgeting and forecasting processes are in place and operating effectively.*
- *Financial management support provided by CASS is effective and meets DPMC's needs.*

s9(2)(a) | Consultant | Enterprise Risk Consulting



Ernst & Young Group Limited
2 Takutai Square, Britomart 1010, Auckland, New Zealand
s9(2)(a)
Website: www.ey.com

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From: s9(2)(a)
To: Rachel Hayward [DPMC]; s9(2)(g)(ii); s9(2)(a)
Subject: EY/DPMC Financial Management Discussion
Attachments: image001.png

You don't often get email from s9(2)(a) Learn why this is important <<https://aka.ms/LearnAboutSenderIdentification>>

Putting in some time to discuss financial management at DPMC

Thanks

s9(2)(a)

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Click here to join the meeting <https://teams.microsoft.com/l/meetup-join/19%3ameeting_N2YyZDE0NDQtMDRjNC00ZTMwLWEzZDYtYzAxMjZiYmQzNjZm%40thread-v2/0?context=%7b%22id%22%3a%225b973f99-77df-4beb-b27d-aa0c70b8482c%22%2c%22oid%22%3a%225c2a0dd5-c086-45cf-9b84-0857a77882e0%22%7d>

Meeting ID: 293 953 223 377
Passcode: KGSwNC

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From: s9(2)(a)
To: Rachel Hayward [DPMC]; 9(2)(a) ; 9(2)(g)(ii)
Cc: s9(2)(g)(ii)
Subject: Canceled: EY/DPMC Financial Management
Attachments: [image001.png](#)
Importance: High

Cancelling due to Cabinet – will reschedule and send through a new time

Thanks

Putting in some time to discuss Financial Management at DPMC Please let me know if this time no longer suits

Microsoft Teams meeting

Join on your computer, mobile app or room device

Click here to join the meeting <https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZTNiNzczMjYtYzliOC00MTY5LTkxZDQtZjA4MjIyODUyODE4%40thread%2F0?context=%7b%22Tid%22%3a%225b973f99-77df-4beb-b27d-aa0c70b8482c%22%2c%22Oid%22%3a%225c2a0dd5-c086-45cf-9b84-0857a77882e0%22%7d>

Meeting ID: 237 048 924 14
Passcode: VaR33X

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Video Conference ID: 118 262 584 63

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From: s9(2)(a)
To: s9(2)(a) @deliveryassociates.com
Cc: 9(2)(g)(ii) [DPMC]; 9(2)(a) ; Stephen Crombie [DPMC]; 9(2)(g)(ii) [DPMC]; 9(2)(g)(ii) [DPMC]
Subject: Re: Thank you!
Date: Tuesday, 14 November 2023 5:07:59 pm
Attachments: image001.png
9(2)(b)(ii)

You don't often get email from 9(2)(a)t@deliveryassociates.com. [Learn why this is important](#)

Kia ora s9(2) and team,

Great session earlier. Thanks s9(2) for all your support getting us set up. It was awesome to see people from across DPMC's functions together thinking through how best to support the incoming government with delivery.

[Not in scope] Happy to be in touch about any follow up.

Best wishes,

9(2)(a)

On Tue, Nov 14, 2023 at 10:58 AM s9(2)(a) s9(2)(a) @deliveryassociates.com > wrote:

Thank you for giving us the opportunity to engage and for the feedback - glad it helped.

We loved the session: so many great questions, a great team to be in discussion with and a great way to start the day!

Please do follow up if you need anything further as there is only so much you can cover in a call and getting the design/set-up is critical and does take time to get right.

All the best,

9(2)(a)

On Tue, 14 Nov 2023 at 10:32, 9(2)(g)(ii) @dpmc.govt.nz > wrote:

[IN-CONFIDENCE]

Kia ora s9(2)(a),

Thank you so much for today's session, it was perfectly pitched and timed!

The presentation and the discussion really helped to move our thinking forward on the model. Your emphasis on culture, style, behaviours (alongside the technical elements of the model) were especially impactful.

We're going to let all your wise words and sage advice percolate over the next couple of days and I'll connect with ^{9(2)(a)} directly if we have any follow-ups.

With appreciation,

^{9(2)(g)(ii)}

^{s9(2)(g)(ii)}

Acting Executive Director

Implementation Unit

Department of the Prime Minister and Cabinet

^{s9(2)(g)(ii)}

^{9(2)(g)(ii)} [@dpmc.govt.nz](mailto: @dpmc.govt.nz)



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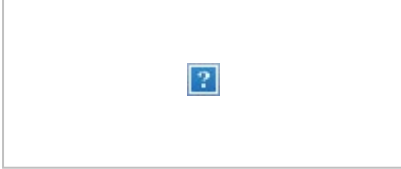
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^{s9(2)(a)}

9(2)(a) @deliveryassociates.com

www.deliveryassociates.com

9(2)(a)



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From: s9(2)(a)
To: 9(2)(a) @deliveryassociates.com
Cc: 9(2)(g)(ii) [DPMC]; 9(2)(g)(ii) [DPMC]; 9(2)(g)(ii) [DPMC]; 9(2)(a) Stephen Crombie [DPMC]
Subject: Re: s9(2)(a) visiting Australia this week - 9(2)(a) of Delivery Associates
Date: Monday, 13 November 2023 8:54:12 pm
Attachments: image001.png
9(2)(b)(ii)

You don't often get email from 9(2)(a)@deliveryassociates.com. [Learn why this is important](#)

Hi 9(2)(g)(ii) and team,

Thanks for sharing the below on attendees and areas of focus. Really useful.

Reflecting back, can I suggest we loosely structure the agenda as follows?

- 5min: Quick welcome, context and agenda - 9(2)(g)(ii) to facilitate
- 5min: Myself, 9(2)(a) will introduce ourselves - DA
- 20min: We'll share an overview of Delivery Units - DA
- 60min: Open Q&A/conversation - 9(2)(g)(ii)

s9(2)(b)(ii)

Welcome your feedback on these.

And then let's use the 60min open Q&A/conversation session to cover your more detailed points of interest. Let's ask people to introduce themselves when asking questions here— saves us having to do a round of intros at the start, which can often drag.

Let us know how that sounds. Looking forward to it!

9(2)(a)

On Mon, Nov 13, 2023 at 6:33 PM s9(2)(a)

9(2)(a) @deliveryassociates.com> wrote:

Hello,

Greetings and thank you for the warm welcome. We are excited for the call tomorrow.

[Not in scope]

All the best,

9(2)(a)

On Mon, 13 Nov 2023 at 08:18, 9(2)(g)(ii) @dPMC.govt.nz> wrote:

Kia ora 9(2)(a)

Thanks for the conversations last week about our session tomorrow from 10:30am-12:00pm (NZ time). Below is a list of the people we expect to attend (pending

calendars and events of the day).

As discussed we are interested in exploring the Delivery Unit model. We would like to understand its applicability in the Westminster system and in advanced democracies. We are aware of the Asian and Middle Eastern models but there are aspects of their political systems that are distinct and we'd like to understand how the model works in political systems similar to our own.

Below are a couple of bullet points that would be helpful to cover:

- Countries we are interested in are Canada, UK and Australia. There may be other western democracies that are also applicable so feel free to include. If you have any knowledge of Denmark that would be great.
- Examples of how the model works including governance, reporting to the PM, and how the Unit engages with central functions such as policy and treasury functions
- How it works with PMO type functions i.e. if the Delivery Unit focuses on the top 5-10 targets, but the Govt also wants a central function to also track their 100+ targets
- Engagement of the Prime Minister e.g. cadence, style and approach for the 'stocktake' type meetings with other Ministers
- Example of how the Delivery Unit has moved a metric by going down into the delivery chain and working with stakeholders etc., i.e. what makes it different from an assurance function
- What works, what doesn't

Happy to review a draft PPT in advance. Happy for you to present at the beginning and then we go into Q&A or alternatively we ask questions as we go. Let us know what works best. As always the value will come from the discussion.

Attendees are:

- Rebecca Kitteridge, DPMC Chief Executive (very unlikely she'll spend the full 90 mins with us)
- s9(2)(g)(ii) DPMC Chief of Staff - *tentative*
- Stephen Crombie, Executive Director Implementation Unit (IU)
- s9(2)(g)(ii) Advisors in the IU
- Janine Smith, Deputy Chief Executive Policy - *tentative*
- s9(2)(a), Policy Advisory Group (PAG) Advisor - *tentative*
- s9(2)(g)(ii), Director of the Strategy Unit (SU)
- s9(2)(g)(ii) Advisors in the SU

s9(2)(a) thank you for spending time with us, your visit is timely! I'll forward you'll the Teams invite.

With thanks,

9(2)(g)(ii)

[Not in scope]

From: 9(2)(a) <[redacted]@deliveryassociates.com>
Sent: Wednesday, November 8, 2023 3:09 PM
To: 9(2)(g)(ii) <[redacted]@dpmc.govt.nz>; Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>
Cc: 9(2)(g)(ii) <[redacted]@dpmc.govt.nz>; 9(2)(g)(ii) [DPMC] <[redacted]@dpmc.govt.nz>; s9(2)(a) <[redacted]@deliveryassociates.com>; 9(2)(a) <[redacted]@deliveryassociates.com>; 9(2)(a) <[redacted]@deliveryassociates.com>
Subject: Re: s9(2)(a) visiting Australia this week - 9(2)(a) of Delivery Associates

Kia ora Stephen and 9(2)(g)(ii)

Delighted to hear you're interested! Copying 9(2)(a) here, as well as my colleague 9(2)(a) 9(2)(a) who was a 9(2)(a) and who will join the call. I know they're both really excited to connect with you all, and to share (and hear!) some stories.

9(2)(g)(ii) - thanks so much for helping us get organised. We've got a couple of windows of availability at the moment:

- Friday 10 Nov, between 1-4pm (NZ time)
- Tuesday 14 Nov, between 10am-12pm (NZ time)

Let us know if there's a 60min slot that works for you folks in either of those windows. Happy to send a calendar and Zoom invitation through from our side—or otherwise for you to go ahead and book something from your side if that's easier (I know from experience what NZ Govt IT security can be like!)

Cheers,

9(2)(a)

On Wed, Nov 8, 2023 at 2:31 PM s9(2)(g)(ii) [DPMC]
9(2)(g)(ii) @dpmc.govt.nz> wrote:

Kia ora 9(2)(a)

Thanks for the opportunity connect with 9(2)(a). Let me know some dates/times that will work and I'll get it sorted at our end.

Cheers,

9(2)(g)(ii)

From: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>
Sent: Wednesday, November 8, 2023 2:24 PM
To: 9(2)(a) <@deliveryassociates.com>
Cc: 9(2)(g)(ii) <@dpmc.govt.nz>; 9(2)(g)(ii) [DPMC]
9(2)(g)(ii) <@dpmc.govt.nz>; 9(2)(g)(ii) [DPMC]
9(2)(g)(ii) <@dpmc.govt.nz>
Subject: RE: s9(2)(a) visiting Australia this week - 9(2)(a) of
Delivery Associates

[UNCLASSIFIED]

9(2)(a)

Thanks for the book, working my way through it. Yes, very interested in catching up with 9(2)(a) and I will bring the team along. 9(2)(g)(ii) can sort something to suit as she is our team organiser supreme.

Ngā mihi

Stephen Crombie

Executive Director, Implementation Unit

Te Tari o te Pirimia me te Komiti Matua

s9(2)(g)(ii)

E: stephen.crombie@dpmc.govt.nz



From: 9(2)(a) <t@deliveryassociates.com>
Sent: Tuesday, 7 November 2023 4:52 pm
To: Stephen Crombie [DPMC] <Stephen.Crombie@dpmc.govt.nz>
Subject: s9(2)(a) visiting Australia this week - 9(2)(a) of Delivery Associates

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Kia ora Stephen,

Great to connect with you on LinkedIn last week. Hope you're settling into your new role well (and enjoying reading Deliverology 101!)

I'm reaching out because s9(2)(a) is visiting Australia this week from the UK. 9(2)(a) worked in the original UK Prime Minister's Delivery Unit with s9(2)(a) 9(2)(a) and was subsequently Delivery Associates' 9(2)(a). He has worked with governments around the world to help strengthen implementation—and in our neighbourhood, 9(2)(a)

. A little more about s9(2)(a) in his bio s9(2)(a)

Released under the Official Information Act 1982

If you're interested, I would love to connect you both for a call to talk more about implementation units, but also to share your experiences with delivery in government more broadly. Appreciate it's a busy time preparing for formation of the new government here—but do let me know if you're interested and available, and I'm sure we can find a workable time for you both. s9(2)(a) in Australia until Tuesday next week.

Best wishes,

9(2)(a)

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s9(2)(a)

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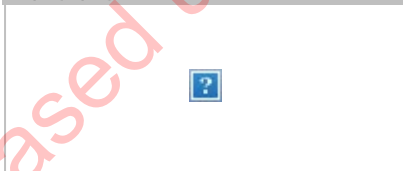
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