



**NEW ZEALAND
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CONSULTANCY SERVICES

Panel Refresh – Contract Award Report

Consultancy Services

November 2017

RELEASED UNDER THE
OFFICIAL INFORMATION ACT



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

New Zealand Government

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Approval

Authority	Dated	Signature
John Ivil, GM, NZ Government Procurement and Property (NZGPP)	22/11/17	s. 9(2)(a)

Endorsement

Authority	Dated	Signature
Angela Xygalas, Director Delivery Services, NZGPP	17/11/2017	s. 9(2)(a)
Tom O'Sullivan, Manager Commercial Strategy and Sourcing, NZGPP	15/11/2017	s. 9(2)(a)
Kym Thomas, Senior Legal Advisor, NZGPP	15/11/2017	s. 9(2)(a)

References

Document	MAKO link
Procurement and Evaluation Plan documentation: <ol style="list-style-type: none"> 1. Consultancy Tranche 2 Procurement and Evaluation Plan 2. Panel Refresh Procurement Plan Memo 3. Addendum to the Panel Refresh Procurement Plan Memo 	<ol style="list-style-type: none"> 1. http://mako.wd.govt.nz/otcs/lisapi.dll?func=ll&objaction=overview&objid=57611364 2. http://mako.wd.govt.nz/otcs/lisapi.dll?func=ll&objaction=overview&objid=68289734 3. http://mako.wd.govt.nz/otcs/lisapi.dll?func=ll&objaction=overview&objid=69262362
Evaluation Report and Negotiation Plan	http://mako.wd.govt.nz/otcs/lisapi.dll?func=ll&objaction=overview&objid=71065298

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1. Executive Summary

The evaluation process undertaken for the Consultancy Services Panel Refresh was consistent with the methodology used in the Tranche 1 and 2 processes. The inclusive approach taken in terms of panel selection resulted in a mix of Tier 1, 2 and 3 Providers being appointed to the panel, enabling the panel composition to continue to reflect the current shape of the market.

The purpose of this document is to present a recommendation to the General Manager, NZ Government Procurement and Property (NZGPP) to approve the award of the Consultancy Services Panel Refresh Agreements to 164 successful Providers.

Based on the outcome of negotiations and considering all analysis undertaken, it is recommended that the GM, NZGPP:

1. **Approve** the award of Services Agreements to the 164 Providers listed in Appendix 1
2. **Note** that as a result of this recommendation there are 57 Respondents who were not successful. All Respondents will be offered debriefs on their responses. There will be additional refresh opportunities in the future.

2. AoG Consultancy Solution - Background

The Ministry of Business, Innovation and Employment's (MBIE) New Zealand Government Procurement and Property branch (NZGPP) has established an All-of-Government (AoG) solution for the supply of Consultancy Services. The solution is part of the Government Procurement Programme established in 2009.

The Business and Finance Consultancy Services Panel was identified as the first of three Consultancy Services Panels to be implemented, however, due to the size and scope of the Business and Finance Consultancy Services market, the decision was made to divide the solution into manageable tranches for both Providers and NZGPP. Tranche 1 and Tranche 2 solutions have now been established and together complete the Business and Finance category of the Consultancy Services Panel.

The Consultancy Services Panel was established to make the procurement of Consultancy Services easier for Providers and Eligible Agencies, reward quality, provide more transparency and to achieve value for money. The Consultancy Services Panel is open in nature and Providers may be added and removed throughout the life of the solution.

The Consultancy Services Panel consists of 11 Panels of Providers, one Panel for each of the following subcategories:

- Accounting
- Assurance
- Audit
- Business Change
- Finance and Economics
- Human Resource
- Marketing and Public Relations
- Operations Management and Risk
- Policy, Research and Development
- Procurement and Logistics, and
- Taxation.

Agencies currently spend over \$122m per year across the 11 subcategories of the Consultancy Services AoG solution. Each subcategory is divided into three Tiers, with Respondents self-allocating themselves into the appropriate Tier based on their engagement with the NZ Public Sector across the relevant subcategory and across the subcategories in general.

3. Consultancy Panel Refresh - Background

On 27 June 2017 a Request for Proposal (RFP) for the Consultancy Services Panel Refresh was issued to the market via the Government Electronic Tender Service (GETS). The RFP sought additional providers with the capability to deliver quality, value for money Consultancy Services to join the panel.

A requirement for Protective Security Services was also identified and provision for this within the scope of the RFP was included. The aim was to create a 'Sub Panel' on behalf of the lead security agencies to further qualify Panel Providers to deliver Protective Security Services. Existing and new Providers to the Operations Management and Risk subcategory interested in being part of the Sub Panel were asked to respond to additional RFP questions.

The key objectives for the Panel Refresh included:

- Reduce the cost (and time) involved in engagement for both Providers and Participating Agencies
- Match the needs of departments, agencies and the wider public sector to the most capable, value for money Providers for the services they require (i.e. optimal quality of service and price)
- Ensure participation by a broad range of Providers in the solution, including small to medium size enterprises (SMEs)
- Create a solution that is flexible, allowing new entrants to participate and Participating Agencies to utilise the innovation opportunities present in a dynamic market, and
- Provide a solution that can be easily used by Participating Agencies as and when required.

The Panel Refresh process was modelled on the Tranche 2 sourcing process ensuring aligned processes between the two RFPs. In terms of the internal documentation and approval process, it was intended that a condensed process would be conducted to ensure a fast and efficient process.

Respondents submitted their RFP responses using the online tendering tool, TenderLink, through which evaluators scored the submitted proposals. Respondents were evaluated on their organisational capability and their technical expertise in their relevant subcategory.

219 Respondents submitted responses across the 11 subcategories, with 389 individual subcategory responses. Each respondent was evaluated individually against each subcategory which they submitted a response for. Of the 219 Respondents, all submitted complete responses and progressed to evaluations.

23 responses to the Protective Security Services Sub Panel were received. Two of these responses were not successful in the Operations Management and Risk subcategory and were therefore not progressed to the Sub Panel evaluation.

The following table provides an overview of the numbers of responses received across each subcategory and Tier.

Subcategory	Tier 1	Tier 2	Tier 3	Total
Accounting			7	7
Assurance	2		17	19
Audit			14	14
Business Change	3	2	61	66
Finance and Economics	3	6	41	50
Human Resource	2	10	60	72
Marketing and Public Relations			28	28
Operations Management and Risk	2	4	35	41
Policy, Research and Development		6	67	73
Procurement and Logistics		2	16	18
Taxation			1	1
Protective Security Services Sub Panel	5	4	14	23

The evaluation process was consistent with the methodology used in Tranche 1 and 2. This process was completed in September 2017 and an Evaluation Report (which included a negotiation plan) was drafted and approved by the Manager – Commercial Strategy and Sourcing on 10 October 2017, which outlined the Responses which met the minimum requisite for capability and technical expertise.

To ensure consistency with Tranche 1 and 2, an inclusive approach was followed in terms of panel selection and this resulted in a mix of Tier 1, 2 and 3 providers being successfully appointed to the panel, enabling the panel composition to continue to reflect the current shape of the market.

Respondents were advised of the outcome in early October with Tier 1 and 2 Respondents entering into pricing negotiation with NZGPP. Each Tier 1 and Tier 2 Respondent was issued a Price/Quality Matrix outlining their positions relative to other (unnamed) Respondents within the same Tier and subcategory. As with Tranche 2, full face-to-face negotiations were not required in this instance due to the size and nature of the arrangement.

The Services Agreement for the Panel Refresh mirrors the Tranche 2 agreement and no changes were made to the terms and conditions of the Services Agreement.

This report has been compiled following the completion of the negotiation phase.

4. Provider Selection

The evaluation was undertaken in accordance with the process detailed in the Procurement and Evaluation Plan documentation.

Ten Evaluation teams were established (consisting of 32 evaluators), three teams had the role of evaluating the Respondents' overall capability management, and seven evaluation teams evaluated the Respondents' technical expertise in the relevant subcategory.

Responses were evaluated against the published weighted criteria:

- Technical Expertise (60%)
- Capability Management (40%)

Pricing was not a weighted criterion and was instead used to inform negotiations and provide a view of the market.

Following the moderation meetings the scores were combined from the two evaluation criteria to determine an overall score for each Respondent's subcategory response. Qualitative analysis of the overall evaluation scores and comments was undertaken and a threshold established to identify Respondents that 'meet requirements' in the specific subcategory.

In making the decision on which Respondents would be successful, NZGPP considered the following:

- The key RFP objectives
- Consistency with the approaches taken in Tranche 1 and 2
- The inclusive nature of Tranche 1 and 2
- Ensuring the panel consists of Respondents capable of an acceptable standard of service delivery in the subcategory which they applied for and therefore deemed to 'meet requirements'
- As with Tranche 1 and 2, there was an expectation that the final panel composition will be made up of a mixture of Tier 1, 2 and 3 Providers, reflective of the current shape of the market
- The standard deviation approach used previously for Consultancy Services Tranche 2 meant that Respondents were shortlisted if they met the threshold of one one Standard Deviation below the average RFP Score, which in the case of Tranche 2 was 52.38%

The same standard deviation approach applied to the Panel Refresh resulted in a much lower one Standard Deviation of 40%. Contributing factors towards this were the fact that the Panel Refresh had a higher percentage of Tier 3 Respondents than Tranche 2 due to the fact that the majority of Tier 1 and 2 providers had been successfully appointed to the panel as part of Tranche 1 and 2. It was noted that shortlisting all Respondents who had an overall score of 40% and above, would result in Respondents who were not deemed to 'meet requirements' being successful on the panel, and

- It was noted that Tier 3 and smaller sized Respondents were less likely to achieve a higher score in the Capability Management criteria as they were less likely to have the same resources as a larger Respondent. This was evidenced with a number of Tier 3, sole traders and SME's which did not quite score well enough to meet requirements in this criteria however, were able to successfully demonstrate that they have the required level of 'technical expertise' to provide services to agencies.

The decision to shortlist based on Technical Score and Overall Score ensured that those Respondents who were strong in their Technical Score but were not so strong in their response to the 'Capability Management' criteria were still given the opportunity to be successful on the panel, on the basis that they met the requirements in demonstrating the required level of technical experience and expertise. This approach supports the inclusion of Tier 3 Respondents such as sole traders and SMEs.

Following the analysis and consideration of the above, it was determined that for a response to be successful on the panel it must achieve the following:

- A Technical Score of 50%, and
- An Overall score of 50% or above.

Protective Security Services

To be eligible for the inclusion of the Protective Security Services evaluation process Respondents had to be either:

- Already contracted to the Operations Management and Risk subcategory, or
- Be successful in the Operations Management and Risk subcategory as part of this Panel Refresh.

Of the 23 Responses, 21 met the above criteria and progressed to evaluation. The 21 Sub Panel responses were evaluated individually by evaluators against the following weighted evaluation criteria:

Evaluation Criteria	Tier 1
Technical Expertise	60%
Awareness and Understanding	40%

Following group moderation of scores, the evaluation panel determined that those responses which achieved a score of 50% and above in both of the evaluation criteria met the required level of capability and expertise. This approach was generally consistent with the methodology used for the Panel Refresh and initially resulted in the selection of ten Respondents.

Out of Scope

The evaluation panel agreed that a panel consisting of 11 Respondents would:

- Meet demand across agencies

- Provide a good mix strengths across the different Respondents
- Ensure a panel consisting of the required level of technical capability to deliver services that will meet requirements, and
- Support the inclusive approach of the Consultancy Panel Refresh.

It was agreed that the remaining 10 Respondents would be not be appointed to the Sub Panel as they did not demonstrate the required level of capability and expertise. Respondents who have not been successful as part of this opportunity, will have future opportunities to join the Protective Security Services Sub Panel at the next intake.

The Evaluation Report was approved and signed off by the Manager, Commercial Strategy and Sourcing.

5. Evaluation Outcome

The procurement process for the Business and Finance Subcategories resulted in the following outcome:

- 164 Respondents were successful, and 55 unsuccessful, and
- Out of a total of 389 subcategory RFP responses, 243 subcategories are successful, with 146 unsuccessful.

The following tables show the number of successful and unsuccessful responses for each tier.

Respondents / Tiers			
Tier	Successful	Unsuccessful	Total Respondents
Tier 1	5	0	5
Tier 2	21	5	26
Tier 3	138	50	188
Total	164	55	219

Protective Security Services

The following table shows the successful and unsuccessful responses for each Tier for the Protective Security Services Sub Panel:

Respondents / Tiers			
Tier	Successful	Unsuccessful	Total Respondents
Tier 1	5	0	5
Tier 2	0	4	4
Tier 3	6	8	14
Total	11	12	23

6. Pricing Negotiation

Providers in all tiers were required to submit the following for each subcategory they were responding to:

1. Standard AoG Rate

This daily rate is defined as the price for a Service or Service Group as provided or negotiated between MBIE and the Provider. The Standard AoG Rate does not include the Administration Fee. It is expected that Providers will charge Standard AoG Rates or lower rates if agencies negotiate these, and should only charge higher rates up to the Maximum AoG Rates for more technical services provision.

2. Maximum AoG Rate

This daily rate is defined as the Maximum daily rate that may be charged for a Service or Service Group as provided or negotiated between the MBIE and the Provider. It is a tendered rate, and a Provider may not charge above this rate.

Following approval of the Evaluation Report all Respondents were advised of the outcome and 58 Tier 1 and 2 Respondents were presented with their RFP Score and Pricing Scores compared to other (unidentified) Respondents within the subcategory and Tier. They were given the opportunity to revise their Standard AoG Daily Rates in order to gain better positioning inside the Price/Quality Matrix.

As a result of the pricing negotiations the following Tier 1 and 2 Respondents have lowered their Standard Daily AoG Rates and Maximum Daily AoG Rates:

s. 9(2)(b)(ii)

The percentage decrease per rate (Daily or Standard) ranged between s. % and s. %.

The following table shows the average percentage decrease across the job levels with respect to the Respondents who reduced their Standard AoG Daily Rate and Maximum AoG Daily Rates:

Job Level	Standard AoG Rate Average Decrease	Maximum AoG Rate Average Decrease
Job Level 1	s. 9(2) %	s. 9(2) %
Job Level 2	(i) %	(i) %
Job Level 3	%	%
Job Level 4	%	%
Job Level 5	%	%

7. Benefits

7. Benefits

With the addition of 164 new Respondents, the panel will now consist of over 600 Respondents across the 11 subcategories. Mandated agencies currently engaged in contracts for the provision of consultancy services will be expected to transition to the AoG arrangement at the next break point in their contract, or at the cessation of the relevant consultancy project. Agencies participating in the solution will automatically have access to the new Providers.

The expected contract start date is 1 December 2017, with an 'evergreen' (no set expiry) term. There is the ability to terminate should the solution change or for standard contractual reasons. The solution contains a provision for further panel refreshes to be undertaken, through the standard RFP process, as deemed appropriate.

Administration Fee

An Administration Fee of 1% on Tier 1 and 2 Provider rates has been agreed. As Tier 3 engagements will not generate Administration Fee revenue, the potential revenue will be from Tier 1 and 2 engagements only. The anticipated annual fee revenue is approximately \$182,000 per annum.

Savings

A Standardised Cost Savings Methodology is used for all AoG contracts. The Cost Savings Methodology is designed to ensure:

- Consistent and relevant data capture from Providers, and
- Consistent and relevant savings reporting to Participating Agencies.

The basis for the Cost Savings Methodology is the calculation of the price difference between what an individual Participating Agency could realistically expect to negotiate and pay to a Provider (The Pre-AoG Government Rate) and the benefits of an aggregated AoG contract price (the Standard AoG Rate) for the same item.

Tier 1 and Tier 2 Providers will calculate and report on savings quarterly. Tier 3 Providers make up 81% of total spend and therefore have a lighter touch approach with reporting due annually. Pricing may be negotiated, by agencies, with Providers. Providers may reduce their prices at any time over the life of the contract but can only increase their prices once every two calendar years.

'Soft' savings will be realised by decreasing the time, expertise and money agencies would otherwise require to conduct their own procurement processes and by streamlining the engagement process.

Benefits to agencies:

Matching the needs of departments, agencies and the wider public sector to the most capable, value for money Providers for the services they require (i.e. optimal quality of service and price).

Reduce the cost (and time) involved in engagement. Agencies will be offered significant choice with over 600 Providers spread across 11 subcategories. Agencies will be able to continue to, where appropriate, quickly and directly engage with a Provider of their choice.

The Online Panel Directory will, in an efficient and intuitive manner, provide agencies with an effective way of selecting the right provider based on their requirements. The OPD information includes the Provider's Quality score, Pricing score, specialisations, availability, and geographical service areas, amongst others.

Benefits to Providers:

Providers will benefit from visibility of their Quality and Pricing scores, ability to link their individual profiles to their webpages and other collateral, and the fairness and transparency offered by the selection and engagement process. Additionally, the Quality Score will be regularly updated based on the Client Satisfaction Surveys. This will reward those Providers who deliver good service.

The terms and conditions is a standardised Services Agreement. This was achieved by creating a single agreement to encompass all Providers, saving time and resources on negotiating.

8. Business Needs

The following table reviews those objectives and comments on the likely success, or otherwise, resulting from this contract recommendation.

The key objectives of the Consultancy Services Solution are as follows:

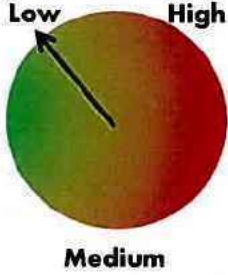
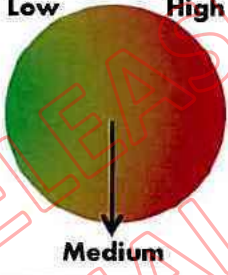
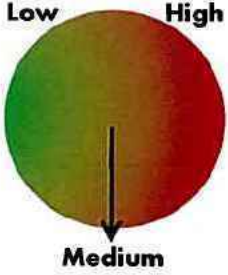
Objective	Comments
Enables transparency by allowing agencies to identify providers that consistently provide quality and value for money.	Objective Met - Initial quality was measured using the RFP Score and Referee Survey. The Online Panel Directory provides a simple quality rating of each Tier 1 and 2 Provider. This will continue to be updated based on six-monthly client satisfaction surveys. The database will allow the agencies to execute a quality – based Provider search, rewarding the best Providers. In addition, Pricing information will be available to the agencies, allowing them to select the most suitable Provider as per their individually defined 'Value for Money' criteria.
Ensures participation of a broad business base, including small to medium enterprises.	Objective Met - The Respondents include Large Multi-National Providers through to small organisations and a large number of Sole traders using the Tiered model.
Creates a solution that is flexible, allowing new entrants to participate and agencies to utilise the innovation opportunities present in a dynamic market.	Objective Met - The 'open panel' approach will open, as required, allowing for an uptake of additional Providers.
Provide a solution that can easily be implemented by Participating Agencies as and when required.	Objective Met - Online Panel Directory is scheduled to provide a very simple yet effective interface for Agencies to select the most appropriate Providers based on their individually defined Value for Money criteria.
Reduce the cost (and time) involved in engagement for both Providers and Participating Agencies.	Objective Met - 'Soft' savings realised by decreasing the staff and monetary resource requirements due to process improvements and simplification: <ul style="list-style-type: none"> • Removal of the necessity for agencies to conduct the primary procurement process • Streamlining of the secondary procurement process • Streamlining of the Provider engagement process, and • Giving the agencies a tool Online Panel Directory for efficiently selecting the right provider for the job by the presentation of quality scoring, pricing scoring, specialisation areas, and prior NZ Public Sector engagements, amongst others.

34	s. 9(2)(b)(ii)										
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10. Risks

A number of risks associated with this recommendation have been identified. The following table summarises the key risks identified and the mitigating factors to be employed:

#	Risk Factor	Mitigation
1.	<p>Mandated Agencies may engage in unauthorised off-panel spend with their preferred provider if that preferred provider is not a part of the solution.</p> 	<ul style="list-style-type: none"> • Clear guidance and communications will be provided to agencies outlining the solution benefits. • Agencies will be encouraged to utilise the solution by the Supplier Relationship Manager.
2.	<p>Unsuccessful Respondents may challenge the outcome/process and create an increased workload through options such as requests for reviews or OIA requests.</p> 	<ul style="list-style-type: none"> • Preparation of 'back pocket' responses to any foreseen questions. • Continued sustained and clear communication to the market regarding the progress, updates, milestones etc. • Guidance and debriefs provided to unsuccessful bidders to assist them in improving future RFP responses. • Implementation of a standardised internal appeals and escalation process.
3.	<p>Unsuccessful Respondents may attempt to challenge the contract award by exerting influence through third parties, political avenues, media etc.</p> 	<ul style="list-style-type: none"> • Preparation of 'back pocket' responses to any foreseen questions. • Continued sustained and clear communication to the market regarding the progress, updates, milestones etc. • Guidance and debriefs provided to unsuccessful bidders to assist them in improving future RFP responses.

11. Probity

An independent internal peer review was used to provide assurance that compliance standards were being maintained. Katherine Shufflebotham from the MBIE Procurement and Property team provided some assurance by sitting in on a number of the moderation sessions to observe the conduct of attendees to ensure that the sessions were carried out in accordance with the five procurement principles set out in the Government Rules of Sourcing.

Katherine documented her final assurance in a [final probity report](#) which stated that there were no concerns with the process.

12. Implementation and Contract Management

The panel and its successful Respondents will be announced in December 2017.

The MBIE website and Insource web page will be updated with all guidance for agencies including information outlining the engagement process. The Online Panel Directory will be updated in November with those successful Respondents as part of the Panel Refresh.

There is a Contract Management Plan outlining the approach to management of the AoG Consultancy Services – Business and Finance. This encompasses both Tranche 1 and Tranche 2 and will include any new Providers added to the panel as part of the refresh. The contract will be managed as part of the Supplier Relationship Management. This includes management of Provider contracts, participation by Eligible Agencies and ongoing monitoring of the Consultancy Services market. The contract will be managed against contractually agreed service levels.

13. Conclusion and Recommendation

Based on the outcome of negotiations and considering all analysis undertaken, it is recommended that the GM, NZGPP:

3. **Approve** that Services Agreements are awarded to the 164 Providers listed in Appendix 1
4. **Note** that as a result of this recommendation there are 57 Respondents who were not successful. All Respondents will be offered debriefs on their responses. There will be additional refresh opportunities in the future.

Appendix 1 – Successful Respondents

	Respondent Name	Subcategories										
		ACC	ASS	AUD	BC	FE	HR	MPR	OMR	PL	PRD	TAX
1.	1965										T3	
2.	2transform Consulting Limited				T3							
3.	3Plus Consulting Limited				T3							
4.	4 Parker Inc Limited							T3				
5.	Abley Transportation Consultants Limited										T2	
6.	Adam Smith International (Australia) Pty Ltd					T3					T3	
7.	AECOM New Zealand Limited	T1			T1	T1			T1			
8.	Allen and Clarke Policy and Regulatory								T2			
9.	Alma Consulting Limited				T3				T3	T3		
10.	Angus & Associates Limited										T3	
11.	Ann Kennedy-Perkins Communications Ltd							T3				
12.	Annette Lees and Associates									T3		
13.	Anti-Money Laundering Solutions Limited								T3			
14.	Ask Holdings Ltd				T3		T3					
15.	Assignment Group New Zealand Limited							T3				
16.	AuditLink Limited			T3								
17.	Aurecon New Zealand Ltd		T1		T1			T3			T3	
18.	Axenic Ltd								T3			
19.	Baldwin Boyle Group Limited							T3				
20.	Behavioural Insights (New Zealand) Ltd										T3	
21.	Brava Ltd				T3		T3					
22.	BrittendenSmith						T3					
23.	Buzz Channel Ltd				T3						T2	
24.	Cambridge Economic Policy Associates Pty Ltd					T3					T3	
25.	CDL Human Resources Limited						T3					
26.	Clarian Learning Academy Limited						T3					
27.	Cognition Education						T2					
28.	Cognitus Advisory Services Limited					T3					T3	
29.	Concept					T3					T3	
30.	Connections Limited				T3		T3		T3			
31.	Datara Group Limited		T3									
32.	Digby Scott						T3					
33.	Dimery Consulting Limited										T3	
34.	DNA Design				T3				=		T2	
35.	DTK and Associates										T3	
36.	Education Technology Ltd.										T3	

		ACC	ASS	AUD	BC	FE	HR	MPR	OMR	PL	PRD	TAX
37.	Emission Impossible Ltd										T3	
38.	Engage Partners						T3					
39.	Euromonitor International										T3	
40.	EvalStars Limited								T3		T3	
41.	Evolve Financial Consulting Limited			T3								
42.	FearFree Ltd								T3			
43.	Fifty- Five Five New Zealand Pty Limited							T3			T3	
44.	Finity Consulting Pty Limited				T3	T3	T1		T3			
45.	Fit for Work				T3		T3		T3			
46.	Fleur Chauvel Research and Evaluation		T3								T3	
47.	Flexible Learning Network trading as Kineo						T2					
48.	Fresh Information Limited					T2					T2	
49.	GoodSense							T3				
50.	Gorilla Consulting Limited				T3							
51.	H2R Limited				T3		T2					
52.	Hedgehog Consulting Ltd				T3						T3	
53.	Holt Data Science Limited					T3						
54.	Holt Road				T3							
55.	Houston Kemp Pty Ltd					T3					T3	
56.	Humankind Ltd				T3		T3					
57.	Hunter Group Limited				T2							
58.	Ian Wallis Associates Ltd					T3					T3	
59.	Illuminate Consulting Limited				T3							
60.	In2Excellence Limited		T3									
61.	Indepth Forensic Limited			T3								
62.	Infrastructure Associates Ltd				T3	T3			T3			
63.	InPhySec Security Limited			T3							T3	
64.	Inspire Group						T2					
65.	Integrity Consulting Services Ltd		T3		T3						T3	
66.	ITB Business Consulting Limited										T3	
67.	ITNewcom New Zealand Limited										T3	
68.	J H Yearsley Limited								T3			
69.	Johanna Pierre Environmental Consulting Ltd							T3			T3	
70.	JTK Enterprises Limited										T3	
71.	Kahanui Ventures Limited										T3	
72.	Kaitiaki Research and Evaluation Ltd										T3	
73.	Kaycee Projects Limited				T3		T3					
74.	Kepler Consulting Limited										T3	
75.	KSI Consulting Limited										T3	
76.	Last Word Writing Services							T3				

		ACC	ASS	AUD	BC	FE	HR	MPR	OMR	PL	PRD	TAX
77.	Lateral Security (IT) Services Ltd								T2			
78.	Link Consulting Group Limited									T2		
79.	Logic Partners										T3	
80.	Lucy Sykes									T3		
81.	Mann & Associates Limited								T3			
82.	Marais Business Architects Ltd				T3				T3			
83.	Market Economics Limited					T2						
84.	Martin Small Consulting Pty Ltd										T3	
85.	Martin, Jenkins & Associates Limited					T1						
86.	Massey University					T3					T3	
87.	McGrathNicol Limited			T3	T3	T3						
88.	Mehrtens Consulting					T3						
89.	Melville Jessup Weaver Limited					T2						
90.	Michele Morris										T3	
91.	Miller Aviation Partners Pty Ltd					T3					T3	
92.	Momentous Consulting Ltd										T3	
93.	Momentum Consulting Group	T3										
94.	MRCagney					T3					T3	
95.	Fargher Woods Ltd	T3				T3						
96.	Rachael Butler										T3	
97.	Naylor Lawrence & Associates Limited	T3										
98.	Network Strategies					T3					T3	
99.	Nicola Mingardo				T3				T3		T3	
100.	Now Procure IT Limited									T3		
101.	Ogilvy New Zealand										T3	
102.	Onfield Solutions Limited					T3			T3		T3	
103.	Optimism Projects Ltd						T3					
104.	Organisation Development Institute Limited						T3					
105.	Paas Partners Limited									T3		
106.	Penny Holden						T3					
107.	Petoni Mahi Limited				T3							
108.	PM Systems Limited		T3									
109.	Prateek Vasisht Ltd				T3							
110.	Quantum Security Services Limited								T3			
111.	Rationale Ltd				T2	T2	T3		T3	T2	T2	
112.	RDC Group		T3	T3	T3	T3		T3	T3		T3	
113.	RE Business Services Limited			T3			T3					
114.	Richard Blaikie Fabling										T3	
115.	Rising Edge Engineering								T3			
116.	Risk Management Ltd								T3			

		ACC	ASS	AUD	BC	FE	HR	MPR	OMR	PL	PRD	TAX
117.	Rodgers Reidy (NZ) Limited	T3		T3								
118.	Ronin Group Limited				T3							
119.	RPS Consultants NZ Limited					T3	T3	T3	T3	T3	T3	
120.	Ruffell & Associates Ltd								T3			
121.	Rutherford Sloan Ltd		T3		T3				T3			
122.	Sapere Research Group Ltd					T1						
123.	Sarah Wylie (sole trader)										T3	
124.	Scientia Consulting					T3						
125.	Sense Partners Limited					T3					T3	
126.	Setanta Limited						T3					
127.	Silvereye Communications Ltd							T3				
128.	Simply Limited									T3		
129.	SpeakData Ltd							T3				
130.	Stellar Consulting Group Ltd				T3							
131.	Step Forward Consultancy Ltd				T3		T3					
132.	Stephen John Bickers									T3		
133.	Strategic HR				T3							
134.	Structured Conversations				T3						T3	
135.	Susan Hallwright				T3						T3	
136.	Switch Coaching and Consulting Ltd						T3					
137.	Sysdoc				T3		T3					
138.	Taylor Fry Pty Ltd					T2						
139.	Tenzing Limited					T2						
140.	The Knowledge Warehouse Limited		T3	T3		T3						
141.	The Performance Coach Pty Ltd						T3					
142.	The Tarn Group Limited						T3					
143.	ThinkPlace Limited						T3					
144.	Thompson & Clark Investigations Limited								T3			
145.	Tom Ford Consulting Limited			T3		T3				T3		
146.	Total Risk Management								T2			
147.	TruePoint Ltd						T3					
148.	TurboCoach						T3					
149.	Unisys New Zealand Limited				T3							
150.	Unitec Institute of Technology										T3	
151.	University of Otago						T3					
152.	University of South Australia										T3	
153.	University of Waikato					T3	T3				T3	
154.	Vertical Research Limited										T3	
155.	ViaStrada Ltd										T3	
156.	Virginia McLean										T3	

		ACC	ASS	AUD	BC	FE	HR	MPR	OMR	PL	PRD	TAX
157.	Vita Brevis Professional Services Ltd				T3							
158.	Wavelength						T2					
159.	Wildland Consultants Limited										T3	
160.	Winsborough Limited						T2					
161.	WorleyParsons New Zealand Ltd								T2			
162.	Wright Management Consultants Pty Ltd				T3							
163.	Yakety Yak Ltd						T3					
164.	Zephyr Consulting (Wellington) Limited		T3									

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Appendix 2 – Full RFP Results for all Subcategories

The following provides a list of the Respondent's 'Overall' score in each subcategory which they responded to. The 'Overall' score is a combination of the score assigned for each of the evaluation criteria.

To achieve a 'successful' status the respondent had to achieve a score of 50% and above in their score for 'Technical Expertise' AND a minimum score of 50% and above in their 'Overall score'. Those that did not achieve the minimum score threshold are unsuccessful.

The colour key is as follows:

Subcategory
Successful Respondent
Unsuccessful Respondent - scored less than 50% on their overall score
Unsuccessful Respondent – scored less than 50% on their Technical Score

Accounting		
Tier	Respondent Name	Overall Score (%)
3	Rodgers Reidy (NZ) Limited	s. 9(2)(b)(ii)
3	Naylor Lawrence & Associates Limited	
3	Momentum Consulting Group	
3	s. 9(2)(b)(ii)	
3	Fargher Woods Ltd	
3	s. 9(2)(b)(ii)	
3		

Assurance		
Tier	Respondent Name	Overall Score (%)
1	Aurecon New Zealand Ltd	s. 9(2)(b)(ii)
3	RDC Group	
3	The Knowledge Warehouse Limited	
1	AECOM New Zealand Limited	
3	Integrity Consulting Services Ltd	
3	Zephyr Consulting (Wellington) Limited	
3	Datara Group Limited	
3	Rutherford Sloan Ltd	
3	PM Systems Limited	
3	Fleur Chauvel Research and Evaluation	
3	In2Excellence Limited	
3	s. 9(2)(b)(ii)	

3	s. 9(2)(b)(ii)			s. 9(2)(b)(ii)
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Audit			
Tier	Respondent Name		Overall Score (%)
3	RE Business Services Limited		s. 9(2)(b)(ii)
3	RDC Group		
3	McGrathNicol Limited		
3	Rodgers Reidy (NZ) Limited		
3	The Knowledge Warehouse Limited		
3	Tom Ford Consulting Limited		
3	Indepth Forensic Limited		
3	InPhySec Security Limited		
3	s. 9(2)(b)(ii)		
3	AuditLink Limited		
3	Evolve Financial Consulting Limited		
3	s. 9(2)(b)(ii)		
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3			

Business Change			
Tier	Respondent Name		Overall Score (%)
1	Sysdoc		s. 9(2)(b)(ii)
3	Stellar Consulting Group Ltd		
1	AECOM New Zealand Limited		
3	Step Forward Consultancy Ltd		
1	Aurecon New Zealand Ltd		
3	Gorilla Consulting Limited		
3	Rutherford Sloan Ltd		
3	DNA Design		
3	Illuminate Consulting Limited		
3	3Plus Consulting Limited		

3	RDC Group		s. 9(2)(b) (ii)
3	2transform Consulting Limited		
3	Wright Management Consultants Pty Ltd		
3	Fit For Work		
3	Hedgehog Consulting Ltd		
3	Susan Hallwright		
3	Unisys New Zealand Limited		
3	Integrity Consulting Services Ltd		
3	Marais Business Architects Ltd		
3	Brava Ltd		
2	Rationale Ltd		
3	Alma Consulting Limited		
3	Structured Conversations		
3	Ronin Group Limited		
3	Kaycee Projects Limited		
2	Hunter Group Limited		
3	Petoni Mahi Limited		
3	Infrastructure Associates Ltd		
3	McGrathNicol Limited		
3	H2R Limited		
3	Connections Limited		
3	Buzz Channel Ltd		
3	Humankind Ltd		
3	VITA BREVIS PROFESSIONAL SERVICES LIMITED		
3	Prateek Vasisht Ltd		
3	Ask Holdings Ltd		
3	s. 9(2)(b)(ii)		
3	Nicola Mingardo		
3	Strategic HR		
3	s. 9(2)(b)(ii)		
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3	Holt Road		
3	s. 9(2)(b)(ii)		
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3	s. 9(2)(b)(ii)			s. 9(2)(b)(ii)
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Finance and Economics		
Tier	Respondent Name	Overall Score (%)
1	AECOM New Zealand Limited	s. 9(2)(b)(ii)
3	Adam Smith International (Australia) Pty Ltd	
2	Taylor Fry Pty Ltd	
3	Finity Consulting Pty Limited	
3	University of Waikato	
3	RPS Consultants NZ Limited	
3	CAMBRIDGE ECONOMIC POLICY ASSOCIATES PTY LTD (CEPA)	
3	Concept	
1	Martin, Jenkins & Associates Limited	
3	Cognitus Advisory Services Limited	
3	RDC Group	
3	The Knowledge Warehouse Limited	
3	Tom Ford Consulting Limited	
1	Sapere Research Group Ltd	
3	Mehrtens Consulting	
2	Melville Jessup Weaver Limited	
2	Rationale Ltd	
2	Fresh Information Limited	
3	Massey University	
2	Tenzing Limited	

3	Infrastructure Associates Ltd	s. 9(2)(b) (ii)
3	Houston Kemp Pty Ltd	
3	McGrathNicol Limited	
3	Onfield Solutions Limited	
3	Miller Aviation Partners Pty Ltd	
3	Scientia Consulting	
3	Network Strategies	
3	Sense Partners Limited	
2	Market Economics Limited	
3	s. 9(2)(b)(ii)	
3		
3	Ian Wallis Associates Ltd	
3	s. 9(2)(b)(ii)	
3		
3	Holt Data Science Limited	
3	s. 9(2)(b)(ii)	
3	Fargher Woods Ltd	
3	MRCagney	
3	s. 9(2)(b)(ii)	
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Human Resources		
Tier	Respondent Name	Overall Score (%)
2	Winsborough Limited	s. 9(2)(b) (ii)
2	Flexible Learning Network trading as Kineo Pacific	
2	Wavelength	
3	Step Forward Consultancy Ltd	
3	Digby Scott	
3	RE Business Services Limited	

3	Optimism Projects Ltd		s. 9(2)
3	BrittendenSmith		(b)(ii)
2	Inspire Group		
3	Yakety Yak Ltd		
3	Switch Coaching and Consulting Ltd		
3	Organisation Development Institute Limited		
1	Sysdoc		
2	Cognition Education		
3	University of Waikato		
3	CDL Human Resources Limited		
3	The Performance Coach Pty Ltd		
3	Rationale Ltd		
3	TruePoint Ltd		
2	Fit For Work		
3	Ask Holdings Ltd		
3	ThinkPlace Limited		
3	TurboCoach		
3	The Tarn Group Limited		
2	H2R Limited		
3	Connections Limited		
3	Clarian Learning Academy Limited		
3	RPS Consultants NZ Limited		
3	Engage Partners		
3	Brava Ltd		
3	s. 9(2)(b)(ii)		
3	Humankind Ltd		
3	Kaycee Projects Limited		
3	University of Otago		
3	Setanta Limited		
3	s. 9(2)(b)(ii)		
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3	Penny Holden		
3	s. 9(2)(b)(ii)		
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3	Fifty- Five Five New Zealand Pty Limited	s. 9(2)(b) (ii)
3	Last Word Writing Services	
3	Johanna Pierre Environmental Consulting Ltd	
3	s. 9(2)(b)(ii)	
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Operations Management & Risk		
Tier	Respondent Name	Overall Score (%)
1	AECOM New Zealand Limited	s. 9(2) (b)(ii)
2	Allen and Clarke Policy and Regulatory Specialists Limited	
3	Alma Consulting Limited	
3	FearFree Ltd	
3	Mann & Associates Limited	
3	RPS Consultants NZ Limited	
2	WorleyParsons New Zealand Ltd	
3	Rationale Ltd	
3	Fit For Work	
3	Risk Management Ltd	
3	J H Yearsley Limited	
2	Total Property Services Auckland Limited	
3	RDC Group	
3	Anti-Money Laundering Solutions Limited	
3	Axenic Ltd	
3	Nicola Mingardo	
3	EvalStars Limited	
3	Rutherford Sloan Ltd	

3	RISING EDGE ENGINEERING	s. 9(2)(b)
3	Thompson & Clark Investigations Limited	(ii)
2	Lateral Security (IT) Services Limited	
3	Quantum Security Services Limited	
3	Connections Limited	
3	Ruffell & Associates Ltd	
3	Infrastructure Associates Ltd	
3	s. 9(2)(b)(ii)	
3	Onfield Solutions Limited	
1	s. 9(2)(b)(ii)	
3	Marais Business Architects Ltd	
3	s. 9(2)(b)(ii)	
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Procurement & Logistics		
Tier	Respondent Name	Overall Score (%)
3	University of Waikato	s. 9(2)
3	RPS Consultants NZ Limited	(b)(ii)
2	Buzz Channel Ltd	
3	Angus & Associates Limited	
3	Kaitiaki Research and Evaluation Ltd	
3	Concept	
3	Behavioural Insights (New Zealand) Ltd	
3	Simply Limited	
3	Rachael Butler	
3	Adam Smith International (Australia) Pty Ltd	
3	Martin Small Consulting Pty Ltd	
3	Cognitus Advisory Services Limited	
3	Susan Hallwright	

3	Emission Impossible Ltd	s. 9(2)(b) (ii)
2	Abley Transportation Consultants Limited	
3	EvalStars Limited	
3	ViaStrada Ltd	
3	Richard Blaikie Fabling	
3	Cambridge Economic Policy Associates Pty Ltd (CEPA)	
3	Education Technology Ltd.	
3	Wildland Consultants Limited	
3	Johanna Pierre Environmental Consulting Ltd	
3	RDC Group	
3	Integrity Consulting Services Ltd	
3	Sense Partners Limited	
3	Stephen John Bickers	
2	Rationale Ltd	
2	Rationale Ltd	
3	Alma Consulting Limited	
3	Logic Partners	
3	Aurecon New Zealand Ltd	
3	Miller Aviation Partners Pty Ltd	
3	Dimery Consulting Limited	
2	Fresh Information Limited	
3	Sarah Wylie (sole trader)	
3	KSI Consulting Limited	
3	Fifty- Five Five New Zealand Pty Limited	
3	Annette Lees and Associates	
3	Hedgehog Consulting Ltd	
3	RPS Consultants NZ Limited	
3	Nicola Mingardo	
3	Fleur Chauvel Research and Evaluation	
3	MRCagney	
3	Virginia McLean	
3	InPhySec Security Limited	
3	Network Strategies	
3	Structured Conversations	
3	University of South Australia	
2	DNA Design	
3	Unitec Institute of Technology	
3	Lucy Sykes	
3	Massey University	
3	ITNewcom New Zealand Limited	



3	Kahanui Ventures Limited	s. 9(2)(b) (ii)
3	JTK Enterprises Limited	
3	Now Procure IT Limited	
3	Vertical Research Limited	
3	Tom Ford Consulting Limited	
3	Momentous Consulting Ltd	
3	Ian Wallis Associates Ltd	
3	Houston Kemp Pty Ltd	
3	Michele Morris	
3	ITB Business Consulting Limited	
3	Onfield Solutions Limited	
3	1965	
3	Euromonitor International	
3	s. 9(2)(b)(ii)	
3	Paas Partners Limited	
3	DTK and Associates	
3	s. 9(2)(b)(ii)	
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3	Kepler Consulting Limited	
2	Link Consulting Group Limited	
3	Ogilvy New Zealand	
3	s. 9(2)(b)(ii)	
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Taxation		
Tier	Respondent Name	Overall Score (%)
3	s. 9(2)(b)(ii)	s. 9(2)(b)(ii)

Protective Security Service Sub Panel		
Tier	Respondent Name	Overall Score (%)
1	Ernst & Young Partnership	s. 9(2)(b)(ii)
1	KPMG	(b)(ii)
1	Maven Consulting Ltd	
1	Deloitte Limited	
1	Beca Limited	
3	J H Yearsley Limited	
3	PM Systems Limited	
3	Mann & Associates Limited	
3	Axenic Ltd	
3	Thompson & Clark Investigations Ltd (Tier 3)	
3	Tracecare	
2	s. 9(2)(b)(ii)	
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