

10 December 2025

Tēnā koe [REDACTED]

Thank you for your request to the Department of Conservation (DOC), received on 12 November 2025, in which you asked for:

1. *The total amount your agency spent on consultants in this FY to date, FY24/25, FY23/24, and FY22/23, broken down by year and by amount spent on Tier 1, Tier 2 and Tier 3 consultants.*
2. *For each of the Tier 1 consultants contracted since July 2022, please provide:*
 - *Total spent with each per FY (including this FY to date)*
 - *Brief summary of work provided*
 - *If not possible to provide the level of detail requested in Q2, please provide the information requested in Q2 for each of the “big four” firms: Deloitte, KPMG, EY and PwC.*

We have considered your request under the Official Information Act 1982 (the OIA).

Contractors and consultants help DOC deliver key conservation programmes and initiatives by providing specialist technical expertise, research capability, and additional delivery capacity. DOC engages external professional services where specialised expertise is required, but not otherwise available or not cost-effective to permanently retain in-house. Consultants may be engaged for fixed term, project-based assignments, or as backfill to cover short-term staff vacancies like secondments or parental leave.

As a front-line delivery organisation with a significant asset base, DOC often engages specialised consultants and contractors to help deliver infrastructure projects and maintain those assets. As a result of the Government's expectations around minimising the use of contractors and consultants, DOC reduced expenditure on contractors and consultants by 28% in the 2024/25 year.

We have applied the following definitions to classify our contractors and consultant spend into Tiers as requested:

Tier 1 – Large Multinational Firms

- Global presence and brand recognition
- Broad service offerings (e.g. audit, tax, advisory, technology, strategy)
- Typically engaged for complex, high-value projects

Tier 2 – Mid-Sized or Regional Firms

- Strong regional presence



- Specialised expertise in certain domains (e.g., IT, finance, engineering)
- Lower cost compared to Tier 1, but still significant capability

Tier 3 – Boutique Firms and Independent Consultants

- Small firms or individual contractors
- Highly specialised in niche areas (e.g. policy, procurement, project management)
- Cost-effective for targeted work

Your questions and our responses are listed below

1. *The total amount the Department of Conservation spent on consultants in this FY to date, FY 2024/25, FY 22/23, broken down by the amount spent on Tier 1, Tier 2, and Tier 3 consultants.*

| Financial Year | Tier 1 | Tier 2 | Tier 3 | Total |
|------------------------|--------------|--------------|---------------|---------------|
| FY25/26 (Quarter 1) | 959,987.33 | 467,963.74 | 3,671,763.69 | 5,099,714.76 |
| FY24/25 | 1,683,786.12 | 1,081,539.55 | 13,244,295.14 | 16,009,620.81 |
| FY23/24 | 4,398,203.03 | 4,558,040.20 | 20,939,343.32 | 29,895,586.55 |
| FY22/23 | 3,933,536.21 | 2,413,864.11 | 16,902,390.08 | 23,249,790.40 |

2. *For each Tier 1 consultants contracted since July 2022, please provide:*

- *Total spent with each per FY (including this FY to date). Brief summary of work provided.*
- *If not possible to provide the level of detail requested in Q2, please provide the information requested in Q2 for each of the “big four” firms: Deloitte, KPMG, EY and PwC.*

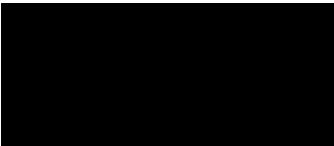
Please refer to Appendix 1.

You are entitled to seek an investigation and review of my decision by writing to an Ombudsman as provided by section 28(3) of the OIA.

Please note that this letter (with your personal details removed) and attached documents may be published on DOC’s website.

If you would like to discuss this response with us, please contact oiateam@doc.govt.nz.

Nāku noa. nā



Nick Mayo
Chief Financial Officer
Department of Conservation
Te Papa Atawhai

Appendix 1

| Consultant | Financial year | Total spend | Summary of work |
|--------------------------------|----------------|----------------|---|
| Accenture Nz Ltd | 2023/24 | \$2,505,262.16 | Embedding SAP projects Technical supports Architect solutions Backfill of critical roles Procurement operating model Temporary contract for Purchasing team |
| | 2022/23 | \$3,512,937.81 | Embedding projects Technical supports Architect solutions Backfill of critical roles |
| Aurecon Ltd | 2022/23 | \$16,658.59 | Natural Hazard RA Ohau Stream |
| Beca Group Ltd | 2023/24 | \$23,426.85 | Principals specification for Water Treatment design |
| | 2022/23 | \$78,782.59 | Act as a peer review engineer for the review of the principal designer Principals specification for Water Treatment design |
| Beca Ltd | 2025/26 | \$123,562.50 | Piloting paid parking Provide SME technical guidance, coaching and working group contribution to the development of the DOC redesign of Visitor Service Standards |
| | 2024/25 | \$101,791.91 | Development of the DOC redesign of Visitor Service Standards Pukerangiora Pa HR Carpark design |
| | 2023/24 | \$588,737.84 | Principals specification for Water Treatment design Develop maintenance strategy for heritage structure Milford Transport System Assessment Services in connection with Matiu Wastewater |
| | 2022/23 | \$12,673.45 | 3-Waters Engineering Design and specification |
| Birch Surveyors Limited | 2024/25 | \$173,264.10 | Develop cadastral survey plans for all 19 new protection areas established by the Hauraki Gulf / Tīkapa Moana Marine Protection Bill |
| | 2023/24 | \$153,239.65 | Consultancy services for cadastral survey plans Hauraki Gulf |

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|---------------------------------------|---------|--------------|--|
| Bradley Project Management Ltd | 2023/24 | \$52,638.22 | Project Management services in relation to Nelson Office Upgrade via Agreement to Lease & Development Agreement |
| C & R Surveyors Limited | 2025/26 | \$12,420.00 | Site survey for the proposed boundary realignment Motutapu Outdoor Education Camp |
| | 2024/25 | \$17,372.00 | Completed preliminary fieldwork, office calculations and section plan preparation. Pegged sections and prepared plan drafting as part of the legislation survey. |
| Capgemini New Zealand Limited | 2025/26 | \$107,273.90 | Upgrade of DOC's website design |
| | 2024/25 | \$452,179.61 | Upgrade of DOC's website design |
| | 2023/24 | \$548,515.64 | Project management services: Website upgrade - Design and Build |
| Deloitte | 2025/26 | \$698,790.93 | Services for ServiceNow Operate Mobilising for Nature: Stream 2-3 - Research & Partner Support; Refine, Design and Approve Creative Campaign |
| | 2024/25 | \$927,578.50 | Strategy and creative for Stream 1 of the DOC Mobilising for Nature Programme Preliminary commercial strategy for procuring and managing Infrastructure programme of Maukahuka eradication project Visitor Centre Strategic Review Partnership Framework review |
| | 2023/24 | \$173,119.31 | Financial report - PF Auckland and Maukahuka – Preliminary Commercial Strategy |
| | 2022/23 | \$48,112.87 | EPMO Design Expertise advice, research and analysis Risk assurance consultancy System and process investigation |
| Keystone Ecology Ltd | 2025/26 | \$17,940.00 | Mouse Ecology Work Hakatere |
| KPMG | 2023/24 | \$28,865.80 | PCI Compliance Assessment |
| | 2022/23 | \$85,969.30 | Cyber Security Assessment |

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| Massey University | 2024/25 | \$11,600.00 | Tuatara quarantine and medical care |
| Pricewaterhousecoopers Consulting | 2023/24 | \$274,929.03 | Consultant advice on second phase of Financial Sustainability Review |
| | 2022/23 | \$178,401.60 | Financial Sustainability Review |
| Riley Consultants Ltd | 2023/24 | \$49,468.53 | Geotechnical and anchor testing |