



25 February 2021

Rawiri Piahana

By email: fyi-request-14185-ec4f3d5e@requests.fyi.org.nz

Tēnā koe Rawiri

Official information request for PwC report

I refer to your requests for information under the Official Information Act 1982 (the Act) dated **26 November 2020**.

Each of your requests, and the University's response, is set out below.

"I was reading the weekends news – [\[link\]](#)

I noted that there was mention of a "report" done by PwC, can I get a copy of the report."

Please see the **attached** report provided to the University by PwC (Attachment 1). The University has withheld some of the information contained in the report under section 9(2)(a) of the Act, to protect the privacy of natural persons.

Background to the PwC report

The Student Services Transformation Programme (SSTP) was initiated in 2013 and was initially run by a group of staff assisted by external contractors, as was usual for project management within the University at that time. Projects completed within that period include a Medical Centre System, Course Information System, Timetable System and a whole-of-university CRM. Work also commenced on an Online Enrolment System. In 2017, the SSTP was brought under the University's newly-established Strategic Projects Office and a more integrated approach to the pan-University changes entailed in the project was adopted. The SSTP team took a human-centred design approach and achieved a high level of engagement, building on the expertise and experience of University staff and students. At this time, the difficult, but correct, decision was made to halt development of an Online Enrolment System as it was judged not to be ready to reliably support the enrolment process. Following a number of resignations of key personnel from the SSTP team in 2019, due to them being recruited by other employers, a new Senior Programme Manager was appointed and undertook an objective 'health' assessment of the SSTP work projects. That review confirmed concerns about the Online

Enrolment System and also raised questions about the ability of the CRM that had been introduced as a foundation for the proposed new student support processes.

Given these concerns, University management commissioned KPMG to carry out a specialist architectural review of the CRM. The report confirmed that the CRM currently in use would not be suitable for the envisaged future student services operating model. PwC were subsequently commissioned as part of the internal audit programme to review the entire SSTP.

The PwC recommendations have been acted upon in full, including enhancing the programme governance and reporting and developing a strengthened business case to reflect whole of life programme and project costs. The **attached** Management Response to the PwC report (Attachment 2) documents steps that University management have taken to act upon the report's recommendations.

Since 2013, the University has invested approximately \$2.6 million each year improving its student services (representing 0.5% of total turnover or 8.1% of total IT/digital (using 2019 actual expenditure)).

“If there are or were any reports or recommendations that were sent to the University Council regarding this report, can I have a copy of those including feedback from council?”

Please see the **attached** Management Response (Attachment 2) which went to the University Council's Audit and Risk Committee, and the minutes from the University Council and Finance Committee Meetings (Attachment 3) which considered the business case for the SSP. The University has withheld some of the information contained in the report under section 9(2)(a) of the Act, to protect the privacy of natural persons.

“And finally, can I also have the proposal, vision or associated documents that support the request for the extra 6 million in funding for the project that is noted in the stuff article.”

Please see the **attached** SSP Business Case (Attachment 4) and SSP Business Case Supplementary File (Attachment 5) which support the request for ongoing funding for the SSP. The University has withheld some of this information under sections 9(2)(a), 9(2)(g)(i) and 9(2)(j) of the Act in order to protect the privacy of the individuals concerned, maintain the effective conduct of public affairs through the free and frank expression of opinions between members of the University, and in order to enable the University to carry on negotiations without prejudice or disadvantage.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

If you wish to discuss this decision with us, please feel free to contact me at oiarequests@vuw.ac.nz.

Ngā mihi

Blair Doherty
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Legal Services
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