



Ministry
of Defence

[REDACTED]
Defence Equipment and Support
Maple 0a, #2043
MOD Abbey Wood
Bristol BS34 8JH
[REDACTED]



Your Reference:

Our Reference:
FOI2016/03208
Date:
13 May 2016

Dear [REDACTED]

Your email dated 14th March 2016 is considered to be a request for information under the Freedom of Information Act (FOIA) 2000. You requested the following information:

Please disclose the fees paid by the department to McKinsey & Co or any of its subsidiaries and companies for each financial year since and including 2010/11, detailing:

- 1. A brief description of each contract*
- 2. The fees for each contract*
- 3. The amount of time McKinsey agreed to work on each contract*
- 4. The date each contract was awarded and the date each contract ended/scheduled to end*

I can confirm that the Ministry of Defence (MOD) holds information relevant to your request. The MOD made payments to McKinsey & Co Inc UK, during financial years 2013/14, 2014/15 and 2015/16 and McKinsey & Co LME Ltd in financial year 2015/16. The MOD made no payments to either subsidiary in financial years 2010/11, 2011/12 or 2012/13, and has not made payments to any other McKinsey & Co subsidiary since financial year 2010/11. The payments made are shown in the attached table.

In my letter of 14th April 2016, I advised that that some of the information may fall within the scope of qualified exemption Section 26 (defence of the UK or the capability, effectiveness or security of any relevant forces). As such, a public interest test (PIT) would be undertaken to determine whether that information may be released.

The PIT weighed the presumption of disclosure, the transparency of government contracting and the limited commercial information requested, against whether disclosure of information for some programmes could place at risk the defence of the UK or the capability, effectiveness or security of our Armed Forces. It was concluded that information relating to 12 contracts should be released, but that the contract number and title for two contracts should be withheld under Section 26(1)(a) of the FOIA. The level of prejudice was considered to be at the higher level of 'would'.

If you are not satisfied with this response or you wish to complain about any aspect of the handling of your request, then you should contact me in the first instance. If informal resolution is not possible and you are still dissatisfied then you may apply for an independent internal review by

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contacting the Information Rights Compliance team, 2nd Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail CIO-FOI-IR@mod.uk). Please note that any request for an internal review must be made within 40 working days of the date on which the attempt to reach informal resolution has come to an end.

If you remain dissatisfied following an internal review, you may take your complaint to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not investigate your case until the MOD internal review process has been completed. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website, <http://www.ico.org.uk>.

Yours sincerely,

A solid black rectangular box used to redact the signature of the sender.

Contract Number	Contract Title	Total Contract Value	Contract Start Date	Contract End Date	Net Payments 13/14	Net Payments 14/15	Net Payments 15/16	Grand Total	Current Vendor Name
CCCC15A04	STUDY INTO THE UK SHIP BUILDING INDUSTRY COMMERCIAL STRUCTURES & DRIVERS FOR SUCCESS	407,284.00	13-May-15	13-May-15			407,283.21	407,283.21	McKinsey & Co Inc UK
CCCC15A05	TYPHOON FUTURE STATE OPERATING MODEL (FSOM) SUPPORT	3,270,129.00	05-May-15	31-Mar-16			2,253,153.32	2,253,153.32	McKinsey & Co Inc UK
CCCC15A17	CONSULTANCY SUPPORT TO SUPPORT THE ICR AND ESP REVIEW OF THE T26 GCS PROGRAMME	624,887.00	08-Sep-15	31-Oct-15			1,874,640.19	1,874,640.19	McKinsey & Co Inc UK
CCCC15A22L1	THE PROVISION OF CONSULTANCY FOR THE TYPE 26 GLOBAL COMBAT SHIP FINANCIAL AND STRATEGY SUPPORT PROGRAMME INDEPENDENT COST REVIEW WITH STRATEGY DEVELOPMENT & SUPPORT FOR THE COMMERCIAL NEGOTIATIONS.	1,400,000.00	04-Jan-16	31-Mar-16			688,826.00	688,826.00	McKinsey & Co Inc UK
CCCC15A27	EXTERNAL SUPPORT TO ISS FOR NSOIT DEPLOYED PROGRAMME	2,751,981.00	08-Oct-15	29-Apr-16			1,865,750.00	1,865,750.00	McKinsey & Co Inc UK
CCCC15A35	THE ARMY REQUIRES EXTERNAL ASSISTANCE TO IMPROVE AND DEVELOP ECAB, SUPPORT THE FORMULATION AND IMPLEMENTATION OF CORPORATE STRATEGY, FACILITATE CULTURAL CHANGE AND PROVIDE ASSISTANCE TO INCREASE THE COHERENCE OF THE ARMY TLI PROGRAMME.	15,000,000.00	04-Jan-16	03-Jan-19			985,200.00	985,200.00	McKinsey & Co Inc UK
CC543275447	ESP REVIEW PHASE 2D AND 2E RM4327	11,493,650.00	22-Dec-14	22-Jun-16		3,184,699.30	7,734,269.70	10,918,969.00	McKinsey & Co Inc UK
CTLBC/2175	EQUIPMENT SUPPORT PROGRAMME - CAPABILITY STANDARD	11,584,814.00	21-Mar-13	31-Mar-14	10,297,348.00	1,287,465.00		11,584,813.00	McKinsey & Co Inc UK
CTLBC/2219	ESP PHASE 2	23,000,000.00	29-Oct-13	31-Dec-14	3,831,218.00	15,324,867.00	3,831,217.00	22,987,302.00	McKinsey & Co Inc UK
DAT/0010	PROVISION OF COST ANALYSIS CAPABILITY TRAINING	520,000.00	01-Nov-15	31-Dec-15			420,000.00	420,000.00	McKinsey & Co Inc UK
		1,955,963.00	14-Sep-15	14-Mar-16			651,986.00	651,986.00	McKinsey & Co LME Ltd
		1,955,963.00	14-Sep-15	14-Mar-16			1,629,965.00	1,629,965.00	McKinsey & Co LME Ltd
SCJ/DIST36	PROVISION OF SPECIALIST TECHNICAL SUPPORT TO DII RESET	1,460,000.00	27-Mar-15	30-Jun-15			1,460,000.00	1,460,000.00	McKinsey & Co Inc UK
SHIPACO/033	RM4812 P5758 CONSULTANCY SUPPORT TO CONDUCT THE T26 GCS INDEPENDENT COST REVIEW	2,848,490.00	03-Nov-14	30-Apr-15		1,592,490.00	1,265,504.00	2,848,994.00	McKinsey & Co Inc UK
					14,128,566.00	21,379,521.30	25,068,794.42	60,576,881.72	