

4 April 2025

s 9(2)(a)

Dear s 9(2)(a)

Thank you for your request of 21 February 2025 to Kāinga Ora – Homes and Communities, under the Official Information Act 1982 (the Act), for the following information:

1. *The full results of the OHI survey*
2. *A copy of any Board or ELT papers that mention the OHI*
3. *Any advice sent to ministers about the OHI*
4. *How much was spent on external companies or consultants to conduct the OHI*

On 21 March 2025, we extended the timeframe of your request to 4 April 2025 to allow us time to consult with the appropriate parties.

We have interpreted OHI as the Organisational Health Index survey which was undertaken in November 2024.

Organisational Health refers to the strengths and weaknesses in an organisation related to a number of management practices like capabilities, processes, and learning. Having access to organisational health data can help with providing a full picture of where we are now as an organisation, identifying areas that could be improved and assessing whether we have the right tools and practical processes available to achieve our organisational goals. It indicates what the organisation's strengths are, areas for improvement are, and areas to focus on next.

I have provided responses to your questions below.

1. *The full results of the OHI survey*

With reference to question 1 of your request, I am withholding the full results of the OHI survey under the following sections of the Act:

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| 9(2)(b)(ii) | to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. |
| 9 (2)(ba)(i) | to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied. |
| 9 (2)(k) | prevent the disclosure or use of official information for improper gain or improper advantage. |

Staff responded to the survey with the understanding that their comments would be anonymous and confidential. The subsequent disclosure of this information would likely inhibit individuals in responding freely to requests for such feedback in the future. It is generally in the public interest for public sector agencies to engage in a process of seeking and receiving feedback from staff members, so that they can operate more efficiently and improve processes.

To meet the intent of this aspect of your request, I am releasing in part a copy of the OHI survey results summary which was shared with the organisation on 18 February 2025 to give people an overview of the results and the areas we are focusing on for improvement. Some information within this document has been withheld under section 9 (2)(b)(ii) of the Act *“to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information”*.

2. A copy of any Board or ELT papers that mention the OHI

Kāinga Ora has identified six Board or ELT papers in scope of question 2 of your request, as listed in the document schedule below.

I am releasing in full to you Document 6 titled *Attachment 2 Organisational Health Survey All Staff Key Messages*.

Document 1 titled *Organisational Health Index Kāinga Ora 2024 - CELG Overview and discussion dated 15 October 2024* is being released in part to you with some information withheld under section 9(2)(b)(ii) of the Act *“to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information”*.

Documents 2 and 3 are being released in part as excerpts under section 16(1)(e) of the Act titled *Board Paper 291024 - Chief Executive's Report October 2024* and *Board Paper 261124 - Chief Executive's Report November 2024* respectively.

I am withholding in full two documents (Documents 4 and 5) under the following sections of the Act, as outlined in the document schedule:

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| 9(2)(b)(ii) | to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information. |
| 9 (2)(ba)(i) | to protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied. |
| 9(2)(g)(i) | to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any public service agency or organisation in the course of their duty; or |
| 9 (2)(k) | to prevent the disclosure or use of official information for improper gain or improper advantage. |

Document Schedule

Document no	Title	Decision on release	OIA sections applied
1	Organisational Health Index Kāinga Ora 2024 - CELG Overview and discussion dated 15 October 2024	Release in part	9(2)(b)(ii)
2	Board Paper 291024 - Chief Executive's Report October 2024	Released in part as an excerpt	16(1)(e)
3	Board Paper 261124- Chief Executive's Report November 2024	Released in part as an excerpt	16(1)(e)
4	Board Paper 161224 – Organisational Health Index Survey Results	Withheld in full	9(2)(b)(ii) 9(2)(ba)(i) 9(2)(g)(i) 9(2)(k)
5	Attachment 1: 2024 OHI results	Withheld in full	9(2)(b)(ii) 9(2)(ba)(i) 9(2)(g)(i) 9(2)(k)
6	Attachment 2: Initial all staff key messages	Release in full	n/a

3. Any advice sent to ministers about the OHI

In response to question 3 of your request, I refer you to the following attachments which I am releasing to you in part as excerpts under 16(1)(e) of the Act:

- Weekly Report Kāinga Ora – Homes and Communities for period ending 8 November 2024
- Kāinga Ora – Homes and Communities Status Report for period 7 December – 20 December 2024 and
- Kāinga Ora – Homes and Communities Status Report for period 21 February – 28 February 2025.

An update was sent to the Minister on 17 December 2024 regarding the results of the survey following the Board update. The Minister asked for a copy of the results on 18 December 2024 and a summary of the OHI survey results was provided to the Minister on 19 December 2024.

I am releasing to you in part the email trail between Kāinga Ora and the Minister's Office dated 17 December 2024 and 18 December 2024 with some information withheld under section 9(2)(a) of the Act in order to protect the privacy of natural persons. The need to protect the privacy of these individuals outweighs any public interest in this information.

I am releasing in part a copy of the OHI survey results summary which was shared with the organisation on 18 February 2025 as per question 1 of this response.

4. How much was spent on external companies or consultants to conduct the OHI

I can advise that McKinsey & Company was paid \$160,000.00 NZD (excl GST) as professional fees for conducting the OHI.

In terms of section 9(1) of the Act, I am satisfied that, in the circumstances, the withholding of information under section 9 is not outweighed by other considerations that render it desirable to make the information available in the public interest.

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

Please note that Kāinga Ora proactively releases our responses to official information requests where possible. Our response to your request may be published at <https://kaingaora.govt.nz/publications/official-information-requests/> with your personal information removed.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Tracey Taylor', written in a cursive style.

Tracey Taylor
General Manager, People Governance and Capability