Kāinga Ora
Homes and Communities

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www.kaingaora.govt.nz

9 August 2022

s9(2)(a) [redacted]

Thank you for your email of 5 July 2022 to Kāinga Ora – Homes and Communities, requesting the following information under the Official Information Act 1982 (OIA):

> *'. . . an organizational chart of people/staff that showcase the hierarchy of Kainga Ora and how it gets filtered down.'*

I apologise for the delay in providing you with the information requested.

Kāinga Ora employs around 2,330 FTE staff. These staff are organised in teams within eleven place-based and business groups, led by three Deputy Chief Executives, a Ringa Raupa Deputy Chief Executive Māori, and seven General Managers. The organisation is led by a Chief Executive who reports to the Kāinga Ora Board.

I attach the following 12 documents, which show the staff and team structure for each place-based and business Group. Please note that these documents include all positions in the organisation, including contractors and vacant positions, at 19 July 2022.

To assist you to navigate these documents, I list these attachments, including a brief description of the key roles and responsibilities of each Group, below. You can also find more information about the organisational structure of Kāinga Ora on our website here: https://kaingaora.govt.nz/about-us/our-structure/

1. **Chief Executive, Deputy Chief Executives and General Managers**

**Place-Based Groups**
Kāinga Ora has a place-based structure which enables it to understand and make decisions based on the full impact of its operations in a particular geographic area, and enhance its capability to engage and partner with stakeholders and communities at an early stage and at a local level. The organisational structures of the three place-based Groups, each led by a Deputy Chief Executive, are set out in the following attachments:

2. **Place-based Group – Auckland and Northland**
3. **Place-based Group – Te Pukeroa Central North island**
4. **Place-based Group – Te Waipounamu South Island**

**Other Business Groups**
Organisational structures of the remaining Groups, which each report to a General Manager, are set out in the following attachments:

5. **Commercial Group**

This group manages key commercial activities for Kāinga Ora, provides strategic leadership and advice to other Groups, and works with the broader market to achieve system transformation.

6. **Strategy Finance and Policy Group**

This group brings together key functions that set the organisation's strategic direction, develops policy and advice and integrates planning and budgeting processes for Kāinga Ora.

7. **Construction and Innovation Group**

Supports the organisation to grow its public housing portfolio, while driving innovation in design to reduce build costs and improve the quality and sustainability of our homes.

8. **Urban Development and Delivery Group**

Brings together functions that support Kāinga Ora to deliver large-scale and complex urban development projects.

9. **National Services Group**

Ensures national consistency in the delivery of frontline services and brings together functions dedicated to transforming the way Kāinga Ora communicates, engages and provide services to our customers, communities and stakeholders. The Group also provides leadership and co-ordination of key programmes of change that will alter how Kāinga Ora delivers services nationally over time.

10. **Urban Planning and Design Group**

Provides strategic leadership and specialist expertise on urban planning and urban design, and supports place-based planning teams when identifying, investigating and developing proposals for large scale and complex projects and spatial planning exercises. The Group works closely with iwi, local and central government agencies and the private sector to facilitate urban development opportunities.

11. **People Governance and Capability Group**

Provides organisational functions essential to supporting the organisation's decision-making, prioritisation, and regulatory compliance frameworks, and oversees organisational risk and managing change. Includes accountabilities for management and strategic leadership.

12. **Te Kuratao Group – Māori**

Brings together key capabilities essential to ensuring that Kāinga Ora can fulfil its legislative obligations to protect and enable Māori interests and aspirations in relation to housing and urban development. This Group provides support through a centre of expertise to lift Māori capability and establish and maintain strong and trusted relationships with Iwi and Rōpū Māori across the country.

In addition, you may find the following general information useful.

The Government established Kāinga Ora in 2019 with two pieces of legislation, the Kāinga Ora–Homes and Communities Act 2019 and the Urban Development Act 2020. This brought together three organisations, Housing New Zealand, its urban development subsidiary HLC, and the KiwiBuild Unit.

The outcomes sought from Kāinga Ora are much broader than those of its predecessor organisations. This has seen the agency bring on more resources and programmes to align with the new tasks and scale it has been asked to deliver, adding capacity and capability and initiating programmes of work to deliver more effective and efficient customer and building processes.

Since 2016, Kāinga Ora and its predecessors have transformed from a small-scale bespoke builder of houses for its customers, to leading the largest urban regeneration ever undertaken in New Zealand. This multi-billion dollar programme will transform suburbs and communities across the country and enable the supply of thousands of new homes.

Our expanded role and responsibilities mean that Kāinga Ora is:

- delivering the largest programme of state housing and urban regeneration in decades
- responsible for the provision of transitional, affordable and market housing
- a national urban development authority under the new Urban Development Act 2020, responsible for creating sustainable, inclusive and thriving communities in our urban areas

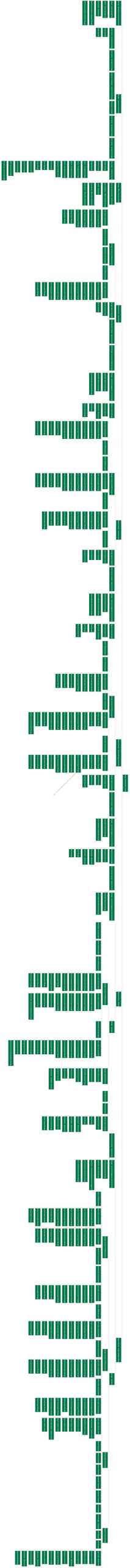
- responsible for establishing its own independent building consent authority, Consentium, to help keep pace with its scaled-up delivery programme
- committed to providing its services in a way that better understands, supports and enables Māori housing and urban development aspirations with the establishment of Te Kurutao.
- implementing the Customer Programme which introduces a new service delivery model, new resources, and a new way of working with our customers to help them live with dignity, and for those who can, independently
- overseeing a billion dollar fund to help improve infrastructure works to enable more housing across New Zealand
- providing extra support for first home buyers through administering a range of home ownership products on behalf of the Government.

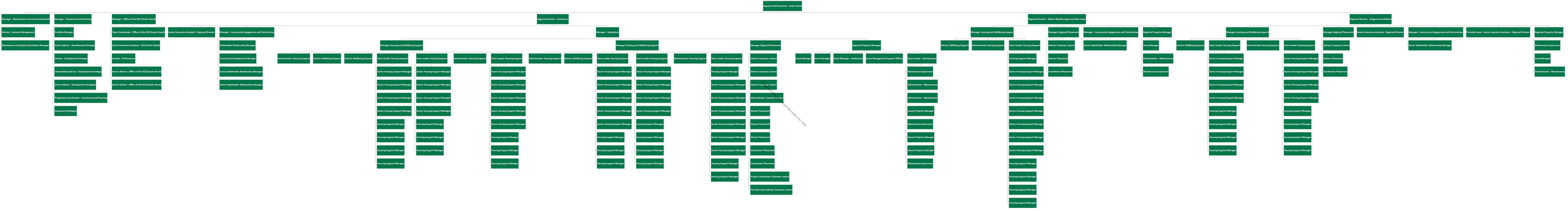
Please note that Kāinga Ora proactively releases its responses to official information request where possible, and our response to your request may be published at www.kaingaora.govt.nz/publications/official-information-requests/ with your personal information removed.

Nāku noa, nā

Gabby Boag
**Team Leader Government Relations**

Chief Executive - Kainga Ora
Director Construction Programme Assurance Panel
Advisor Construction Programme Assurance Panel
Advisor
Deputy Chief Executive - Auckland and Northland
Deputy Chief Executive - Central
Deputy Chief Executive - South Island
General Manager - Commercial
General Manager - Construction and Innovation
General Manager - National Services
General Manager - People Governance and Capability
General Manager - Strategy Finance and Policy
General Manager - Urban Development and Delivery
General Manager - Urban Planning and Design
Ringa Raupa Deputy Chief Executive - Maori




Deputy Chief Executive - South Island
Manager - Maintenance Commercial Contracts
Advisor - Contract Management
Maintenance Complaints Resolution Manager
Manager - Investment and Planning
Portfolio Manager
Senior Advisor - Development Strategy
Advisor - Development Strategy
Intermediate Advisor - Development Strategy
Senior Advisor - Development Strategy
Programme Coordinator - Investment and Planning
Investment Strategist
Manager - Office of the DCE (South Island)
Team Coordinator - Office of the DCE (South Island)
Senior Executive Assistant - DCE (South Island)
Analyst - Performance
Senior Advisor - Office of the DCE (South Island)
Senior Advisor - Office of the DCE (South Island)
Senior Executive Assistant - Regional Director
Regional Director - Canterbury
Manager - Community Engagement and Partnerships
Stakeholder Relationship Manager
Community Development Manager
Senior Stakeholder Relationship Manager
Senior Stakeholder Relationship Manager
Manager - Operation
Administrator Housing Support
Advisor Wellbeing Support
Advisor Wellbeing Support
Manager Housing and Wellbeing Support
Team Leader Housing Support
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Team Leader Housing Support
Senior Housing Support Manager
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Administrator Housing Support
Team Leader Housing Support
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Housing Support Manager
Administrator Housing Support
Advisor Wellbeing Support
Manager Housing and Wellbeing Support
Team Leader Housing Support
Senior Housing Support Manager
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Administrator Housing Support
Team Leader Housing Support
Senior Housing Support Manager
Senior Housing Support Manager
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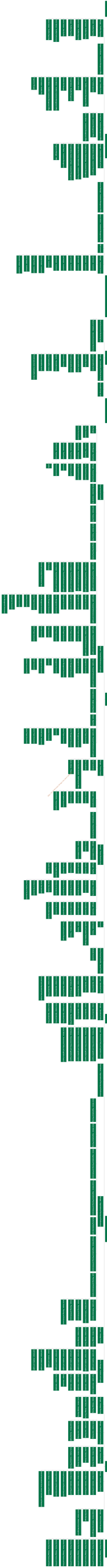
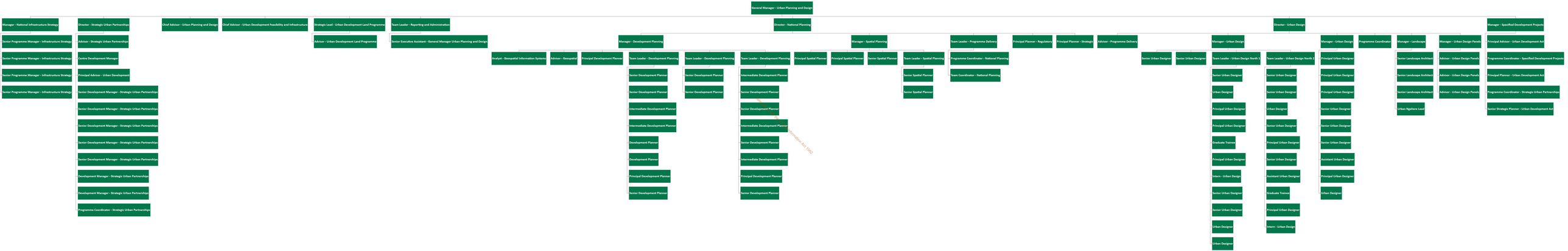
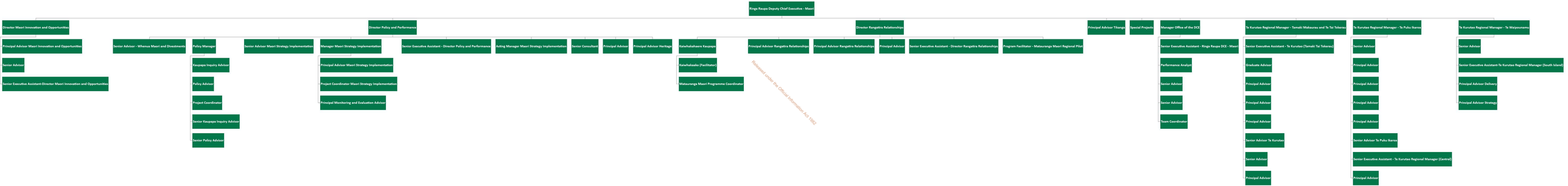
Senior Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Manager Regional Placement
Advisor Customer Liaison
Advisor Customer Liaison
Advisor Customer Liaison
Administrator - Customer Liaison
Advisor Placement
Advisor Placement
Advisor Placement
Coordinator Placement
Coordinator Placement
Project Coordinator Customer Liaison
Parental Leave Advisor Customer Liaison
Asset Manager
Asset Manager
Asset Manager - Centrefuse
Asset Management Support Officer
Regional Property Manager
Team Leader - Maintenance
Maintenance Supervisor
Administrator - Maintenance
Administrator - Maintenance
Vacant Property Manager
Maintenance Supervisor
Vacant Property Manager
Vacant Property Manager
Maintenance Supervisor
Advisor Wellbeing Support
Administrator Housing Support
Manager Housing and Wellbeing Support
Team Leader Housing Support
Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Regional Director - Nelson Tte/Buller and West Coast
Manager Regional Placement
Advisor Customer Liaison
Advisor Placement
Coordinator Placement
Manager - Community Engagement and Partnerships
Senior Stakeholder Relationship Manager
Regional Property Manager
Asset Manager
Administrator - Maintenance
Maintenance Supervisor
Advisor Wellbeing Support
Manager Housing and Wellbeing Support
Team Leader Housing Support
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Administrator Housing Support
Team Leader Housing Support
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Senior Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Housing Support Manager
Regional Director - Otago and Southland
Manager Regional Placement
Advisor Customer Liaison
Advisor Placement
Coordinator Placement
Senior Executive Assistant - Regional Director
Manager - Community Engagement and Partnerships
Senior Stakeholder Relationship Manager
Parental Leave - Senior Executive Assistant - Regional Director
Regional Property Manager
Maintenance Supervisor
Asset Manager
Administrator - Maintenance
Section 9 Information Act 1982




General Manager - Urban Planning and Design
Manager - National Infrastructure Strategy
Senior Programme Manager - Infrastructure Strategy
Senior Programme Manager - Infrastructure Strategy
Senior Programme Manager - Infrastructure Strategy
Senior Programme Manager - Infrastructure Strategy
Director - Strategic Urban Partnerships
Advisor - Strategic Urban Partnerships
Centre Development Manager
Principal Advisor - Urban Development
Senior Development Manager - Strategic Urban Partnerships
Senior Development Manager - Strategic Urban Partnerships
Senior Development Manager - Strategic Urban Partnerships
Senior Development Manager - Strategic Urban Partnerships
Senior Development Manager - Strategic Urban Partnerships
Development Manager - Strategic Urban Partnership
Development Manager - Strategic Urban Partnership
Programme Coordinator - Strategic Urban Partnerships
Chief Advisor - Urban Planning and Design
Chief Advisor - Urban Development Feasibility and Infrastructure
Strategic Lead - Urban Development Land Programme
Advisor - Urban Development Land Programme
Team Leader - Reporting and Administration
Senior Executive Assistant - General Manager Urban Planning and Design
Director - National Planning
Analyst - Geospatial Information Systems
Advisor - Geospatial
Principal Development Planner
Manager - Development Planning
Team Leader - Development Planning
Senior Development Planner
Senior Development Planner
Intermediate Development Planner
Intermediate Development Planner
Development Planner
Development Planner
Principal Development Planner
Senior Development Planner
Team Leader - Development Planning
Senior Development Planner
Senior Development Planner
Team Leader - Development Planning
Intermediate Development Planner
Senior Development Planner
Senior Development Planner
Intermediate Development Planner
Senior Development Planner
Intermediate Development Planner
Principal Development Planner
Senior Development Planner
Principal Spatial Planner
Principal Spatial Planner
Senior Spatial Planner
Manager - Spatial Planning
Team Leader - Spatial Planning
Senior Spatial Planner
Senior Spatial Planner
Team Leader - Programme Delivery
Programme Coordinator - National Planning
Team Coordinator - National Planning
Principal Planner - Regulatory
Principal Planner - Strategic
Advisor - Programme Delivery
Senior Urban Designer
Senior Urban Designer
Director - Urban Design
Manager - Urban Design
Team Leader - Urban Design North 1
Senior Urban Designer
Urban Designer
Principal Urban Designer
Principal Urban Designer
Graduate Trainee
Principal Urban Designer
Intern - Urban Design
Senior Urban Designer
Senior Urban Designer
Urban Designer
Urban Designer
Team Leader - Urban Design North 2
Senior Urban Designer
Senior Urban Designer
Urban Designer
Senior Urban Designer
Principal Urban Designer
Senior Urban Designer
Assistant Urban Designer
Graduate Trainee
Principal Urban Designer
Intern - Urban Design
Manager - Urban Design
Principal Urban Designer
Principal Urban Designer
Senior Urban Designer
Senior Urban Designer
Senior Urban Designer
Assistant Urban Designer
Principal Urban Designer
Urban Designer
Programme Coordinator
Manager - Landscape
Senior Landscape Architect
Senior Landscape Architect
Senior Landscape Architect
Urban Ngahura Lead
Manager - Urban Design Panels
Advisor - Urban Design Panels
Advisor - Urban Design Panels
Advisor - Urban Design Panels
Manager - Specified Development Projects
Principal Advisor - Urban Development Act
Programme Coordinator - Specified Development Projects
Principal Planner - Urban Development Act
Programme Coordinator - Strategic Urban Partnerships
Senior Strategic Planner - Urban Development Act

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