

25 August 2025

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Thank you for your requests for information dated 28 July 2025 and 29 July 2025 to Kāinga Ora – Homes and Communities under the Official Information Act 1982 (the Act).

Kāinga Ora has decided to grant your request and I have provided responses to your questions below.

1. How many restructures have there been in the last year? (July 28, 2024-July 28, 2025)

I can advise that, at Kāinga Ora:

- Eleven restructures, targeted to a specific team or area of the business, were initiated prior to July 28 2024 and were completed within the period of July 28 2024 – July 28 2025;
- Two restructures, targeted to a specific team or area of the business, were initiated and completed within the period of July 28 2024 – July 28 2025;
- One organisation wide restructure was initiated and completed within the period of July 28 2024 – July 28 2025.

2. How many times - and what for - have consultants been brought in or used, at any point in regards to restructures (or proposed restructures), in the last year? Which firms have been used?

Two consultancy firms, Martin Jenkins and Nimbl Consulting were engaged to support two restructure processes at Kāinga Ora. Their involvement was sought to provide:

- Independent, expert advice
- Support managing the change processes
- Support with design of proposed structure and proposed operating models
- Support with the decision-making process.

3. Overall, how much has been spent on consultants in relation to restructures in the last year? (Please break this down if they were used for different restructures)

Kāinga Ora can advise that the following payments were made to the two consultant firms listed below between 28 July 2024 and 28 July 2025 (note that these payments only applied to services provided in relation to the restructures):

- Martin Jenkins: \$564,385.74
- Nimbl Consulting: \$426,902.04

4. How many post-restructure reviews have been carried out? Please provide any post-restructure reviews that have been completed in the last year.

Kāinga Ora has not undertaken any formal restructure reviews to date.

5. How much money has been saved, or estimated to be saved through the restructures in the last year?

In line with our Reset Plan agreed with Government to move to a financial sustainable position, we estimate on-going savings in the range of \$88 million to \$96 million per year. This is primarily in payroll costs, and then the infrastructure costs to support those people.

6. How many roles were disestablished and established through restructuring (including voluntary redundancies) between July 28, 2024-July 28, 2025.

Across the 14 restructures identified as within scope of your request (as outlined in our response to question 1), a total of 1,717 roles have been disestablished and 559 new positions established.

It is important to note that a disestablished role does not automatically result in an individual being made redundant, nor does a person taking voluntary redundancy automatically result in the disestablishment of their role.

Kāinga Ora is undergoing change as we reset the agency to focus on our core mission of providing and managing social housing in a financially sustainable way.

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

Please note that Kāinga Ora proactively releases its 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.

Nāku noa, nā



Tracey Taylor
Chief People and Assurance Officer