

23 June 2025

s 9(2)(a)

Dear s 9(2)(a)

Thank you for your email of 30 May 2025 to Kāinga Ora – Homes and Communities, requesting the following information under the Official Information Act 1982 (the Act):

I am making a request for the following information held on record since 1 January 2023:

- *A copy of the agency's current work from home policy, including the date it was last updated and any accompanying documentation outlining the rationale for the most recent changes.*
- *Copies of any previous versions of the work from home policy within the specified timeframe, including the dates each version was in effect (to and from) and any documentation explaining the reasons for changes made.*
- *Copies of all documents (including but not limited to briefings, memos, internal advice, and reports) provided to or from the Chief Executive or Executive Leadership Team relating to proposed or actual changes to the work from home policy.*

I have attached the current Kāinga Ora Flexible Working Policy (SH-POL-102), last updated in December 2021. There have been no changes or proposed changes to this policy since 1 January 2023. This part of your request is refused under section 18(e) of the Act, as *"the document alleged to contain the information requested does not exist..."*.

Kāinga Ora does not hold any other information relating to parts two and three of your request, and therefore these parts are also refused under section 18(e) of the Act.

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 at www.ombudsman.parliament.nz or Freephone 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



Tracey Taylor
General Manager – People Governance and Capability

Flexible Working Policy

Kāinga Ora strives to be a leader in providing flexible working arrangements for our people who want them. At the heart of successful flexible working is trust; remembering that we are Mahi Tahi - Better Together and trust is a two-way street.

Kāinga Ora has adopted a flexible-by-default, which aims to normalise flexible working so it does not undermine progression and is equally available to all, in line with our [Diversity and Inclusion framework](#). We will approach requests for and conversations and decisions about flexible working in a way that reflects our values of Manaakitanga, Mahi Tahi and Whanake.

This policy is designed to allow our people to effectively manage their work and personal lives, while working collectively with their team and the organisation. This provides Kāinga Ora with the flexibility to attract and appoint high calibre diverse team members who will contribute towards our vision of building better, brighter homes, communities and lives.

This policy applies to:

- Permanent employees
- Fixed Term employees
- Casual employees
- Secondees

Quick Links

- [Flexible Working Guidelines](#)
- [Diversity and Inclusion](#)
- [People Management Delegations](#)
- PSC Flexible by Default
- [Request for Flexible Working Arrangements Form.](#)

1. Principles and Key Points

1. Flexible working is varied and can include flexible hours or days of work, location, leave arrangements, job sharing, compressed work week.
2. Kāinga Ora acknowledges that flexible work options are broad and preferences will vary between individuals.
3. People Leaders are encouraged to consider how to make flexible arrangements work. People who are or want to work flexibly should think about the potential impact on others and how to work together to make it most effective for all.
4. Kāinga Ora is flexible by default, however we know that flexibility may not be possible for all roles and environments and in some cases, it may be appropriate to test flexible working arrangements before formalising them.
5. Flexible working works best if we all remember Mahi Tahi: we are better together and we work together as a team, communicate effectively and update our teams on our plans.
6. If an arrangement is no longer working for Kāinga Ora, the team or an individual, those involved should engage in regular and constructive dialogue about how the arrangement might be reviewed.
7. The Kāinga Ora approach to flexible by default is underpinned by the [Public Service Commission guidelines](#).

Flexible-by-default

Kāinga Ora has adopted the Public Service Commission (PSC) [flexible by default principles](#) to underpin our flexible working approach. The PSC approach is underpinned by six principles that provide guidance. These are:

1. If not, why not?

All roles are treated as flexible, unless there is a business reason for a role not to be. Flexible arrangements are available to all people, no matter their gender, age, tenure.

2. Works for the role

Every role should be suitable for some form of flexibility, however not every role will suit certain types of flexibility.

3. Works for Kāinga Ora and teams

Kāinga Ora views flexible working as something that should work for teams, not just individuals and People Leaders.

4. Requires give and take

Flexibility requires give and take between team members, People Leaders, and teams. Kāinga Ora expects people, Leaders and teams to be open and adaptable to flexible arrangements and to discuss them fully before confirming or amending a request.

5. Mutually beneficial

Flexible working arrangements can maintain or enhance performance, benefit wellbeing or help retain people, benefiting our team members, People Leaders and Kāinga Ora. Flexible working should not result in increased work for people working flexibly, or for people who are not.

6. Actively championed by People Leaders

Kāinga Ora expects all People Leaders to support, champion and role model flexible working for their teams and themselves.

3. Informal flexible working

The Kāinga Ora approach to 'flexible by default' means that our people are trusted to work flexibly to accommodate business and personal needs wherever reasonably possible. This can mean that arrangements, such as time or place of work, can be varied and agreed between the People Leader and the individual team member on a regular or an ad hoc basis. In these arrangements, open communication and agreement are key to a successful outcome, as well as being mindful and considerate of impacts and obligations to the wider team and our customers – internal or external. A flexible working arrangement is considered informal when it doesn't require a change to a person's employment terms and conditions. A flexible work arrangement must be safe for all.

4. Formal flexible working

Formal flexible working is when a recurring arrangement involves changes to employment terms and conditions, such as working part-time hours, patterns of work or a permanent location change. A team member is able to make a formal flexible working request to their People Leader, using the [Request for Flexible Working Arrangements Form](#).

Policies and procedures cannot anticipate every situation or circumstance so if you are ever unsure please speak to your People Leader or the People team.