

Transforming Kāinga Ora

Tēnā koutou katoa, welcome to our online session this afternoon.

Before we get into the session, I'll start with the opening karakia.

Whiria te pō, te pō whiri mārama

Tomokia te ao, te ao whatu tāngata

Haumi e, hui e, tāiki e!

Thank you and thanks for joining us. I'm here this afternoon with Tracey Taylor, our GM of People, Governance and Capability. It's great to have her join me here. During the session this afternoon, we're going to cover in more detail the findings from our Organisational Health Index survey and importantly, how we're intending to address these challenges as we move forward as part of executing our reset plan and the wider transformation of Kāinga Ora.

The session is going to be recorded, so you'll be able to have a chance to have a look at it later. And they'll also be a little bit of additional material that will be provided on Atamai, and there will also be an opportunity to submit questions in that we'll come back to you outside this session but there will be an opportunity in where you can send those into. I wanted to start by saying how pleased I am that we've now got an approved Reset Plan that's got the support of the government. It's been communicated widely with the public, with our stakeholders and overall, I think those announcements and the support of that plan has been really positive. And this year now really needs to be a year of delivering against what we've committed to do, and we've got support to do from the government. So, we've got a lot of important mahi to do this year. And I did want to let everyone know that I've decided to extend my contract a bit through till the end of this calendar year. So, I'll be here leading Kāinga Ora through till the end of this calendar year.

And I'm really looking forward to working with all of you as we lead through what's a really key year of delivery for us. I now wanted to introduce you to Tracey, who's going to talk us through a couple of things up front in the session. Thanks, Matt. Tēnā koutou katoa ko Tracey Taylor tōku ingoa. So, hi everyone. My name is Tracey Taylor and as Matty said, I am the GM of People, Governance and Capability and I've been with the business just probably over two months now. For those of you whom I have met, thank you for the warm welcome that I have had. And for those of you that I haven't yet, I look forward to meeting you and I will be getting out and about very soon to get around as many of our offices and the country as I can, just as a bit of an introduction to me. And I think it helps provide context around the role that I'm playing here Kāinga Ora.

You know, I've been through many transformations in my life, whether they be personal or through my career and have held many roles. We're actually, you know, building or changing or providing opportunity and building sustainable organisations for the future has been really key. So, I'm very excited to be here. I'm also really connected to the purpose of this organisation. My grandparents lived in social housing for all of my life as long as I can remember and brought up eleven children in one of those homes, so it has a real deep connection for me. I was also born and bred in Papakura in South Auckland. So, you know, the community there was something that I'm really proud to be a part of.

So that's sort of a bit of a background for me. And as I say, I believe that transformation is actually a really key part of life these days actually, particularly after some of the things that we've been through over the past years in terms of global pandemics, wars or different things that have been going on. So, it's really important that we keep looking at how we move forward in a positive way.

Out of Scope

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Out of Scope

Released under the Official Information Act 1982

Out of Scope

So, we've moved now to, okay, well, what are we going to do about this? So, to act on that and act on your feedback and deliver on the Reset Plan and our wider transformation, we're launching a Reset, Resize and Renew of our organisation. And we've been quite thoughtful about the selection of those terms. I won't dwell on them hugely. Reset really, we've talked about this a lot on the Reset Plan, but the core of this is actually about resetting to refocus on doing a core social housing, building, maintaining tenant management and doing them really well and cost effectively. With the change in scope and the need to get more cost effective, we do need to look at resizing our workforce to meet the new mandate and the new plan that we've got and deliver on the volumes of work that we've got. And in many ways, most importantly, we need to use this opportunity to renew our structure, our performance, our culture, the frameworks, policies that support that, to act on the insights that you've given us through the all-org survey and that we're all experiencing day-to-day. So this, you know, reset, resize, renew of our organisation will be effort will be led by Tracey, and she's going to speak now a little bit more detail about some of the components that will be being tackled as part of that.

Thanks, Matt. Yeah, so again, there will be many pieces of work that we'll be looking at in terms of how we renew our culture and we'll be running that, you know, sort of through the OHI workstream largely. But there will be other things that come out from there. But I just wanted to touch on a couple that will be starting with because again, they came through most strongly in your feedback. But also, I think our key things to have as that platform of what do good, high performing, thriving organisations look like and feel like for people who work within them, but also the ecosystem that exists around us, whether that be our customers, our suppliers and other partnerships. So, one of the key things we are going to look at pretty soon as our performance and rem frameworks. So how do they work together? I'm aware that it has been, particularly on the performance side, some frameworks in place. So, we're not going to be recreating the wheel, but we do need to bring these back to life, bring them in and really drive these strongly through the organisation. So that's something that we'll be looking at through that workstream. And we have already stood up a team around the OHI workstream and they will be thinking about how this programme work rolls out and they'll be more information coming on that. Leadership capability is another one. In terms of how do

we support our leaders? What are the types of, not only training, but key opportunities that we are giving our leaders and what does that look like? And I think the ways of working feeds into that quite nicely. So, who do we want to be as an organisation, as a culture? And how do the ways that we work feed into how we lead and how we actually turn up is as people within the organisation and to those stakeholders that we have. So again, it's the sort of that culture reset which sitting alongside all of this, always provides great opportunity as well as change. And I think that that is something that again, we heard you strongly saying throughout the survey, but also something that's really timely to start now in terms of the life cycle of the organisation and where it's going and the direction we've been given.

So, I'll hand back to you. Thank you, Tracey. So if we just move on to the next slide please. So in terms of the next steps, I mean at core here to deliver at the kind of pace and scale that we need to deliver our Reset Plan and to address the challenges that have been raised. We really need to have a good look at our organisational model and within that specifically, our organisational structure and the way in which we have accountabilities etcetera set up and look for where we can enhance and improve that for success in the future. So, we are going to be undergoing an organisational redesign of our structure at Kāinga Ora and the workstreams that Tracey's already outlined earlier - Tracey will be continuing to be the sponsor and coordinate those different workstreams and the work that's required to work through this robustly.

We've got work to do, to do that review and to look at what the options are. And when a structural design that we would take for proposal is approved by our Board, we'll then consult with our people on that design. And we want to make sure that everyone's got the opportunity to provide input into that before anything gets finalised. Our intention is to have a wherever we get to here implemented by the end of June this year, by the end of this financial year, so that we can start the new financial year with our renewed structure and get on with things. And we'll be providing more clarity around other milestones leading up to that as they become clearer in the coming weeks and months. As we go through this process, our values, in particular Manaakitanga will be at the forefront of the consultation. And we're going to be following a really structured consultation process that ensures that you are all informed at each stage and can provide constructive feedback at the right points. As part of this, we've also made the Public Service Association aware that we'll be consulting with our people on an organisational redesign.

There may be as part of that redesign, further reductions across the organisation and some roles are likely to need to change, but we'll be working through proposals and taking feedback before anything is finalised there.

I do want to make sure people are aware that while we're undertaking this review, we know the organisation needs to keep moving forward, but we are going to be setting a pretty high bar on recruitment, particularly for support function type roles. But really, we'll be reviewing everything. So that doesn't mean that we won't be enabling the appropriate frontline resources etcetera, but we will be setting the bar high on review. And so that will be going through the normal reviews that we've already had in place, but it will be adding in Tracey's personal review of those roles as well. So, there will be exceptions, but we just want to keep that by high while we're working through this and getting clearer about the right size and shape of the organisation for moving forward.

As we do this. And maybe if you could move to the next slide, we need, and all of us need to bring the right mindsets to this transformational work that we're doing. So, part of it is take a proactive approach. So, in the short term, be proactive in making sure you understand what's happening and

when and how you can best input. I'd really ask people to take an above-the-line mindset to this, and for those of you aren't familiar with it, there's a bit of a framework and you'll hear more of it coming and being communicated through the transformation, which is above the line and below the line behaviour. And at the core of above the line behaviour, it's constructive, respectful, people taking ownership, people being giving each other feedback in a respectful and helpful way, but also in a full and frank way as opposed to some below the line behaviours, which is avoidance, passive aggressive, victimhood, etcetera. So, you know, it's going to be a challenging ride for us, but I think it's important we each bring that both to coming up with the right answer here, but then also how we execute it and make sure we can move through this, allowing us to work better together and do better things for our tenants and the wider community and not being disruptive in that. And as I've already touched on, Manaakitanga and really showing that people sort of sit at the heart of this. And we need to be respectful of people and we need to give people a chance to input, but we also need to be full and frank and firm with people as well. So, I'd ask all of you to be reflecting on those and, and bringing your behaviours to better contribute to this being a good process that leads to a good outcome that takes us forward for Kāinga Ora.

Um, so I think that is all that we're going to cover today. And thank you for taking the time to join us. We'll be sharing more information around the OHI results. So, they'll be something up on Atamai. This has been recorded. So, you can look back on this session now and then as more details become clearer around the process and the way to engage on the reset, resize and renew organisational model review work, then that will be shared with you as well. If after this session, you have any questions, can you please e-mail them to the e-mail address showing up on the screen there? And then the team will find the right way to group those up and get back responses to you all. And we really do want to understand where you've got questions that we might be able to bring more clarity to. So, thank you again for the time today.

I will close off the session with a closing Karakia

Kua whiria te pō

Kua tomokia te ao

Kia puta ai ki te whai ao,

ki te ao Mārama

Haumi e, hui e, tāiki e!

Thank you, team. Thanks everyone.