

Executive Leadership Team key messages

Date	18 February 2025
EMBARGOED	Please do not share this information until after the session at 2.30pm
Content	Key messages for ELT <ul style="list-style-type: none">• Organisational Health Index (OHI) findings• Launching Reset, Resize, Renew Programme• Organisational structural redesign
Endorsed by	Tracey Taylor GM PGC
Distribution list	Executive Leadership Team

Kia ora,

Below you will find key messages that you can use when talking to your teams about the release of the Organisational Health Index (OHI) findings and the announcement of Transforming Kāinga Ora - Reset, Resize, Renew and the organisational redesign.

What we are doing:

- We now have an overwhelming mandate for transformation – from our Government, our Board, our CE, and Executive Leadership Team, and from our people.
- This mandate was established during what our CE Matt Crockett says was our ‘Reset phase.’
- During this phase the Transforming Kāinga Ora programme was launched, the Transformation Office and nine workstreams set up, the Reset Plan announced, and the OHI survey was carried out and its findings shared.
- We are now ready for the next phases in our transformation journey, what we are calling our Resize and Renew phases.
- To help guide us, the Reset, Resize and Renew programme has been set up. Its mahi is intrinsic to the success of Transforming Kāinga Ora.

Organisational redesign:

- The first step in the Reset, Resize and Renew programme is to consider how we could redesign our organisation so that it is right sized for the work outlined in our Reset Plan.
- Work on what this redesign would look like, is now underway.
- As it is a redesign, across the organisation, we expect it may result in changes to some reporting lines, some roles, as well as a reduction in the number of roles.

- To enable this, we will need to consult with our people. As we have always done, we will ensure consultation is carried out in a way that reflects our value Manaakitanga, is open and transparent, and that it enables all our people who are directly affected to provide feedback.

How we will do it:

- We will be moving at pace on redesigning our organisational structure so that we can provide our people with clarity on what is being proposed.
- Everyone will have the opportunity to provide constructive feedback on the proposed organisational design.
- The intention is to have the new organisational design in place by 30 June 2025, and we will keep everyone informed about next steps as soon as we have more information.
- To aid this work, we will also be pausing all recruitment for a while. This will enable us to develop a clear picture of all recruitment activity and resourcing needs across the organisation and enable informed recruitment decisions to be made, aligned to our financial drivers' volumes of work and what we need to deliver in the Reset Plan.
- Further updates will be provided if required on the recruitment approval process.

The transformation mindset:

- I encourage each of you to be proactive and keep informed about what is happening.
- I also want to echo what Matt said about above the line and below the line and the Growth Mindset we need to bring to transformation – we might feel uncertain about what is to come, but we all need to think about the contribution we can make and the important mahi we need to continue to do supporting Kāinga Ora, our customers and each other.
- There are a range of supports and resources available for people to access on our [Navigating Change](#) page on Atamai.

More information:

- If you have any questions, you are welcome to talk to me, or you can email questions directly to the Reset, Resize and Renew team at Reset_renew_resize@kaingaora.govt.nz

Planned Communications

Date	Audience	Content/Detail
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13 Feb	Minister's office	Briefed that we are communicating the OHI results and next steps for Reset, Resize and Renew internally and externally – indicating we are signalling the start of an org redesign and will be consulting with our people soon.
18 Feb 2PM	All org	Matt and Tracey to lead online session to talk about OHI results, Reset, Resize and Renew and organisational redesign.
18 Feb 2PM	All org	2024 OHI Summary of results published on Atamai on the OHI page. Landing page updated.
18 Feb 2PM	PSA	Email from Tracey Taylor to update that we are communicating the OHI results and next steps for Reset, Resize and Renew internally and externally – indicating we are signalling the start of an org redesign and will be consulting with our people.
18 Feb 2.30PM	All org	Atamai story – Transforming Kāinga Ora – covering the OHI results, Reset, Resize and Renew programme and organisation redesign. (this article will also be posted to the Transformation Hub page)
18 Feb 2.30PM	External webpage	Update to external website – confirming a programme is in place to resize the organisation.
18 Feb 3.00pm	All org	Business Alert notifying of pause on recruitment and steps to take if seeking exemption to recruit for essential work. From GM PGC.
18 Feb 4.30pm	All org	Online session video added to: <ul style="list-style-type: none"> • The video section on homepage of Atamai • Transforming Kāinga Ora update story. • Transforming Kāinga Ora hub page.
19 Feb	All org	Viva Engage post – promoting online session and linking back to video recording and Transformation hub page.

Reactive External Communications

Reactive media statements (as per the communications plan) are prepared in case of media interest.