



Commercial Products – Final Decisions Document

August 2024

Released under the Official Information Act 1982

Foreword

Kia ora tātou,

Thank you for your patience over the last six weeks as we have worked through consultation processes to reorganise the Commercial Products Team in response to the reduced funding for the on-going operations of the Team.

I appreciate that this has been a difficult time, particularly for those who are impacted by the changes.

I want to acknowledge and thank for your professionalism and for the way you have continued to diligently perform your mahi through this difficult time.

As I said at the outset of this process, it is important that you know that the changes we proposed were not a reflection of individuals or the team as a whole but rather reflect our changing context and a continuing reduction in budget over the next few years.

As we transition from the consultation phase into implementing the changes to structure and our ways of working, I want to reiterate that there are many resources available to you and that I am available, and committed, to supporting you through the next phase of this process.

Ngā mihi

Christine Bennett

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Introduction

On Thursday 13 June 2024, we shared with you a consultation document that proposed a range of changes to the Commercial Products resourcing model and organisational structure. These proposed changes were in response to a significant reduction in the funding available for the Commercial Products team for FY25 and beyond, uncertainty around policy direction, and the need to shift our focus onto those activities required to manage the delivery of the current contracted portfolio only.

In summary, it was proposed to retain the current management structure to enable us to pivot. It also proposed reducing the level of development expertise, disestablishing some advisory roles while retaining others to ensure we have the right mix and balance of experience, knowledge, and skills to efficiently and effectively manage both programme risk and the strategic, operational advisory and administrative workload.

We received eight individual submissions providing feedback on the changes that had been proposed.

The feedback focused on the proposed mix of management, technical and support capabilities required for the future. Most respondents expressed concern over the structure being “top heavy” with management, and the level of development resource being insufficient to meet the current and potential future requirements of the team. Similarly, there was feedback that the level of back-office support resource was disproportionately high to the level of development expertise needed for the future.

9(2)(f)(iv)

Both the feedback and 9(2)(f)(iv) reinforced the need to consider retaining more development management expertise. We therefore commenced a further consultation process from Monday 15 July to Wednesday 24 July, about a revised proposal, in which it was proposed to retain more development management expertise and to disestablish both the Manager – Commercial Products Support and the Advisor – Commercial Products role.

Under the revised proposal, there was an expectation that the two development manager roles proposed to be retained would be required to pick up some activities currently performed by the senior advisors and advisor including supporting the Senior Development Managers with data and contract management, back-up support, and support to developers to sell down homes.

Summary of proposed changes

The proposed changes to the Commercial Products Team resourcing and structure, as outlined in the revised consultation document, included to:

1. Disestablish the role of Manager – Commercial Products Support.
2. Disestablish the Principal Advisor - Commercial Products Delivery and the two Senior Advisor – Commercial Products roles.

3. Disestablish the Advisor – Commercial Products role.
4. Change the reporting line of the Principal Analyst – Risk and Compliance, the two Principal Advisors and the Programme Coordinator Positions to report to the Director – Commercial Products.
5. To reduce the number of Senior Development Manager roles from 3 to 2.
6. To reduce the number of Development Manager roles from 3 roles to 2.

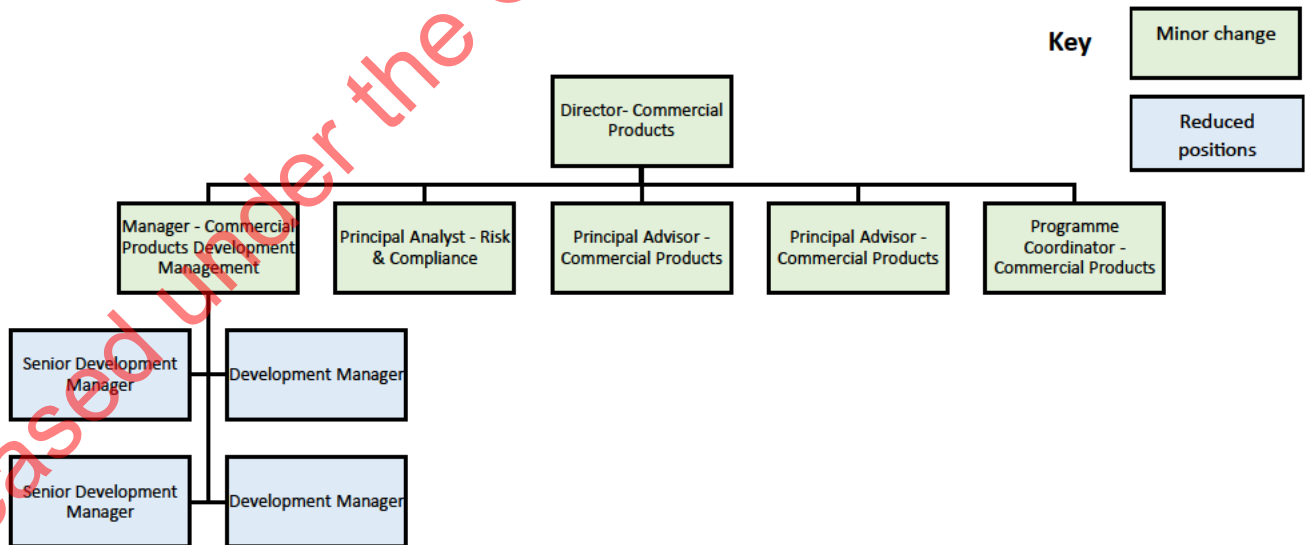
Final Decision

We received no feedback through the consultation period that suggested any alternatives to what we had proposed in the revised consultation document communicated on Monday 15 July 2024.

Therefore, the final decision is to confirm all the changes as outlined in the revised consultation document.

Confirmed Commercial Products Structure

The structure chart below shows the confirmed future Commercial Products structure.



Confirmed impacts on existing positions

The table below describes the confirmed impact on current Commercial Products positions.

Role	No	Confirmed Impact
Director – Commercial Products	1	Reconfirmed with minor change
Manager – Commercial Products Development Management	1	Reconfirmed with minor change
Senior Development Manager	3	Reduction in number of positions from 3 to 2
Development Manager	3	Reduction in number of roles from 3 to 2 with minor change to job description
Manager – Commercial Products Support	1	Position disestablished
Principal Advisor – Commercial Products Delivery	1	Position disestablished
Principal Advisor – Commercial Products	2	Position reconfirmed with minor change
Principal Analyst – Risk & Compliance	1	Position reconfirmed with minor change
Senior Advisor – Commercial Products	2	Position disestablished
Advisor – Commercial Products	1	Position disestablished
Programme Coordinator- Commercial Products	1	Position reconfirmed with minor change

Next Steps and timetable for implementation

We are targeting to commence the new structure from Monday 30 September 2024.

Between now and 30 September we will work through the EOI processes for ring-fenced positions and work with our people affected by this decision to explore redeployment opportunities across the broader organisation. We will also commence more detailed planning for the transitioning of work and changes to our ways of working.

Table 1: Final decisions & implementation timeline

Activity	Dates
Embargoed Final Decisions document provided to PSA	Thurs, 1 August
Final Decisions document communicated to the Commercial Products Team	Mon, 5 August
Voluntary redundancy applications close	Wed, 7 August
Expression of Interest (EOI) for available positions	Tues, 6 August- Tues, 13 August
Selection & Appointment Processes	Wed, 14 August- Wed, 21 August
Notice of redundancy issued	Fri, 30 August
New structure effective	Mon, 30 September 2024

Appendix A – Support for our people

Confidential Employee Assistance Programme (EAP) is a professional and confidential counselling support available to our people to use at any time – it is not necessary to inform anyone, you just contact them directly on 0800 327 669 (0800 EAP NOW), or you can make an appointment online.

Clearhead (through Unimed) - a nationwide network of 500+ mental health professionals (counsellors, psychologists, psychotherapists) who provide confidential support when you need it. You can book an appointment via an online booking tool [HERE](#) and choose a therapist based on their profile. Sessions must be booking via the online booking tool, not directly with your chosen mental health professional, in order for it to be funded through UniMed. You will need your UniMed Policy ID to complete the booking. If you can't find the right person to meet your needs, you can get in touch with Clearhead - 0800 257 433 or contact@clearhead.org.nz.

Navigating Change Atamai page - a dedicated page which provides information on all the different support services available and on offer during this period. This page is being regularly updated with information, resources and upcoming sessions to help you prepare and support you through a period of change and uncertainty, so make sure to visit the page regularly [Navigating change \(sharepoint.com\)](#).

Expression of Interest support

There will be support on offer for affected people, to assist with the Expression of Interest process including assistance and support with interviewing, through FuturePath. More information on this will be in the final decision document if the proposal proceeds and there are affected employees.

Outplacement support

Outplacement support will be available for all those leaving Kāinga Ora through redundancy (including voluntary redundancy). This will be provided by FuturePath and tailored to the individual's requirements. This is also optional, but people are encouraged to make use of these services which include access to 1:1 coaching, CV writing, interview skills and more. Information on how to access outplacement support will be provided to those with approved voluntary redundancy applications or no redeployment options.

Public Service Association (PSA)

The PSA have been notified of the final decisions and are available to provide advice and assistance to their members. You can reach out to one of the PSA Delegates or contact the PSA on 0508 367 772 or by email at enquiries@psa.org.nz. More information about the PSA can be found at: <https://kaingaora.sharepoint.com/sites/Atamai-Social/SitePages/PSA---Public-Service-Association.aspx>

Independent Advice

You are welcome and entitled to seek your own independent advice, guidance and support throughout this process, including by being accompanied/represented at any meetings we hold with you about this process. This independent advice could be from the PSA, trusted friend or whānau member or representative/lawyer.

Appendix B - Process for filling available positions.

As there is a reduction in Senior Development Managers positions, from three to two, a ring-fenced selection process will apply whereby the process for selecting to the two remaining positions will be limited to the three incumbent Senior Development Managers.

The process for determining who is reconfirmed to the two remaining positions will involve:

1. Completion of an Expression of Interest (EI) form, which consists of questions based on the knowledge, skills, and experience as set out in the position description.
2. A panel interview consisting of competency based behavioural questions based on the requirements of the role as listed in the position description.

The two successful candidates from this process would be reconfirmed in their position.

The unsuccessful candidate may have the opportunity to apply for other available positions within Kāinga Ora.

The process for filling the Development Manager position will involve an expression of interest process including:

1. Completion of an Expression of Interest form, which consists of capability-based questions based on the knowledge, skills, and experience as set out in the position description.
2. A panel interview consisting of competency based behavioural questions based on the requirements of the role as listed in the position description.