

23 September 2024

s 9(2)(a)

Tēnā koe s 9(2)(a)

Thank you for your email of 16 August 2024 to Kāinga Ora – Homes and Communities requesting the following information under the Official Information Act 1982 (the Act):

- 1. How many roles have been or will be disestablished overall? How many have been established?*
- 2. Any communication internally regarding concerns on the impact to the frontline from March 1 to August 16 2024*
- 3. Any communication between management and leadership regarding leaks around the change process, from March 1 to August 16 2024*
- 4. All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process.*
- 5. How much has been spent on leadership leaving/arriving events or parties in 2024?*
- 6. How much has been saved on the contractors and consultant spend through the change process?*
- 7. How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?*
- 8. The change process decision document*
- 9. Any reviews conducted after the change process was implemented, regarding the change process.*

On 26 August 2024, we wrote to you asking you to refine parts 2 and 3 of your request, as an initial search of our email system had identified a substantial amount of information potentially in scope. We also wrote to you asking for clarification of part 5 of your request. You replied on 26 August 2024, confirming the following changes to your request:

- 2. A high-level overview/summary, of any known concerns regarding the impacts to frontline staff?*
- 3. A high-level overview/summary, of any known information relating to leaks that pertain to the change process 2024?*
- 5. How much has been spent on leadership leaving/arriving events or parties in 2024, for Tier 2 and above?*

I respond to your request, in asked and answered format, below.

- 1. How many roles have been or will be disestablished overall? How many have been established?*

As at 28 August 2024, 320 roles have, or will be, disestablished, and 143 roles have, or will be, established through confirmed change processes.

- 2. A high-level overview/summary, of any known concerns regarding the impacts to frontline staff?*

I refer you to the 11 decision documents being released to you for this request. Each document provides thematic, high-level summaries of the feedback that was received internally for each change consultation process. It should be noted that our aim was to produce change with minimal impact to our frontline services, and there were minimal concerns raised about impacts to frontline services.

3. *A high-level overview/summary, of any known information relating to leaks that pertain to the change process 2024?*

A keyword search against our 2024/2025 Investigation Schedule, which houses all our inquiries and investigations conducted or underway, produced nil results.

Furthermore, our Integrity Services team are not aware of any instances where “leaks” relevant to the change process have been raised or discussed.

4. *All communication between the CE and the Minister from March 1 to August 16, 2024 regarding the change process.*

We can confirm that there has been no communication between the CE and the Minister from 1 March to 16 August 2024 regarding the change process.

5. *How much has been spent on leadership leaving/arriving events or parties in 2024 for Tier 2 and above?*

We can advise that \$42 was spent on a cake for Andrew McKenzie’s morning tea after his departure as CE was announced. There has been no other leaving or arriving event spend (as at 31 August 2024).

6. *How much has been saved on the contractors and consultant spend through the change process?*

With respect to the 11 teams that have gone through consultation, these teams had 12 FTE backfill contractors at the end of November 2023, with a total monthly spend of \$244,271.06. This reduced to seven backfill contractors at the end of August 2024, with a total monthly spend of \$146,030.52.

The difference (\$98,240.54) equates to a total annualised saving of \$1,178,886.48.

7. *How many times was the counselling service used between March 1 to August 16 2024, compared to the same time in 2023?*

From 1 March 2023 to 31 August 2023, 236 employees at Kāinga Ora used the Employee Assistance Programme (EAP) services. During the same time period for 2024, 573 employees at Kāinga Ora used the EAP services.

8. *The change process decision document.*

Please see the below table, which details the decision documents being released to you.

Document Name	Decision
Decision Document Commercial Products	Some information withheld under section 9(2)(f)(iv).
Decision Document Continuous Delivery	Some information withheld under section 9(2)(a)
Decision Document Customer Experience and Practice	Released in full.
Decision Document Delivery Transformation Group (DTG) Team	Released in full.

Decision Document Government and Sector Relationships Team	Some information withheld under section 9(2)(a).
Decision Document Home Ownership Products	Some information withheld under section 9(2)(a).
Decision Document Infrastructure Acceleration Fund	Released in full.
Decision Document Organisational Development and Capability (OD&C) People Team	Released in full.
Decision Document People Team	Released in full.
Decision Document Renewable Energy	Released in full.
Decision Document Safety Support and Wellbeing Team	Some information withheld under section 9(2)(a).

Some information has been withheld from these documents under section 9(2)(a) of the Act, 'to protect the privacy of natural persons, including that of deceased natural persons'.

Additionally, some information has been withheld under section 9(2)(f)(iv) of the Act, 'to maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials'.

In making my decision, I have considered the public interest pursuant to section 9(1) of the Act. I do not consider the withholding of the information from this response is outweighed by public interest considerations in making that information available.

9. Any reviews conducted after the change process was implemented, regarding the change process.

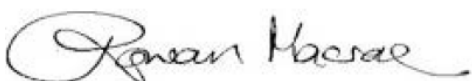
As at 28 August 2024, no reviews have been conducted into change processes implemented in 2024.

It should be noted that the majority of changes have been occurring throughout the year, with stand-up dates of some of these confirmed change processes still to come. It is too early to review the change processes to gain any insight into the effectiveness of the changes since implementation.

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



Rowan Macrae
General Manager - People Governance and Capability