

30 September 2024

s 9(2)(a)

Tēnā koe s 9(2)(a)

Thank you for your email of 27 August 2024, to Kāinga Ora – Homes and Communities requesting the following information under the Official Information Act 1982 (the Act):

1. *Number of staff affected in the restructure who have change expertise*
2. *Briefings to ministers about the restructure and its implementation*
3. *Has your agency done, or is it planning to do a review of the impact of the restructure? If so please provide the report.*
4. *Before this year's restructure: total number of permanent employees; fixed-term employees; secondees; contractors.*
5. *Same numbers as Q1 post restructure (or what is planned if restructure not completed).*
6. *Breakdown of number of job cuts (or planned cuts if not complete) including voluntary redundancies, forced redundancies, vacancies, FTEs, contractors, fixed terms. Please also provide breakdown by gender, ethnicity and age (over 50 vs under 50)*
7. *Regional breakdown of job cuts (or planned)*
8. *Percentage of workforce cut in restructure (or planned).*
9. *Amount of savings achieved/expected in restructure.*
10. *Did your recent restructure include contractors - ie were contractors also laid off?*
11. *Were permanent staff prioritised over contractors - ie if a position needed to be disestablished and there were permanent staff and contractors doing that work, would the permanent employee be kept and the contractor let go?*
12. *What was the total amount spent in redundancy payouts - for how many people? If the amounts have not been finalised yet please provide the expected/projected spend. Please provide a breakdown between voluntary and forced redundancy payouts.*
13. *Are there any further savings targets to be achieved? If so, please provide the amount that needs to be saved, and the number of job losses forecasted to achieve these.*

On 4 September 2024, we wrote to you asking you to clarify parts 1, 5, 6 and 7 of your request, as well as confirm the date range of the information requested. On 5 September 2024, you confirmed the following changes to your request:

*The timeframe is from 27 November 2023, to today [5 September 2024], and applies to any change process that took place since then. Apologies for not including that information in my initial request.*

- *Q1: I would like any individual with expertise in change management to be included and not limited to those that have the term "change" in their title. This should include anyone with the skills required to implement directional change, including restructuring.*

- *Q5: Apologies I made a mistake here! Q5 should be instead: Before this year's restructure(s): total number of permanent employees; fixed-term employees; secondees; contractors. Please provide also a breakdown by gender, ethnicity and age (over 50 vs under 50). Please provide same numbers post restructure.*
- *Q6 and 7 refers to any disestablished roles, voluntary redundancies, or any position lost as a result of the restructuring process (including individuals opting out as you refer).*

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

1. *Number of staff affected in the restructure who have change expertise: I would like any individual with expertise in change management to be included and not limited to those that have the term "change" in their title. This should include anyone with the skills required to implement directional change, including restructuring.*

We can confirm that six roles with "change" in their title, have been disestablished since 27 November 2023. We are unable to provide further information about individuals affected who hold change expertise, as we do not store information about individual skill sets/expertise people hold outside their core roles. Therefore, this part is refused under section 18(g) of the Act, as 'the information requested is not held by the department'.

2. *Briefings to ministers about the restructure and its implementation.*

We have interpreted this part of your request to be for any briefings to the Minister (both the Minister of Housing, and the Associate Minister of Housing), where the topic of the paper is about the change processes occurring at Kāinga Ora. We can confirm that no briefings were sent to the minister between 27 November 2023 to 5 September 2024, about Kāinga Ora change processes. Therefore, this part of your request is refused under 18(e) of the Act, as 'the document alleged to contain the information requested does not exist or, despite reasonable efforts to locate it, cannot be found'.

3. *Has your agency done, or is it planning to do a review of the impact of the restructure? If so please provide the report.*

We can advise that 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, and are ongoing, with stand-up dates of some of these confirmed change processes still to come. It is too early to review the outcomes of change processes prior to their completion.

4. *Before this year's restructure: total number of permanent employees; fixed-term employees; secondees; contractors.*

As at 31 December 2023, the total headcount was 3,514 - made up of 223 fixed-term employees and 3,281 permanent employees, including secondments. Please note that contractors are not included in the total workforce headcount as they are not employees.

5. *Same numbers as Q4 post restructure (or what is planned if restructure not completed).*

Change programmes are still ongoing at this time so we are unable to provide a 'post restructure' total.

However, as at 31 August 2024, the total headcount was 3,328 - made up of 170 fixed-term employees and 3,158 permanent employees, including secondments. As above, contractors are not included in the total workforce headcount as they are not employees.

6. *Breakdown of number of job cuts (or planned cuts if not complete) including voluntary redundancies, forced redundancies, vacancies, FTEs, contractors, fixed terms. Please also provide breakdown by gender, ethnicity and age (over 50 vs under 50). refers to any disestablished roles, voluntary redundancies, or any position lost as a result of the restructuring process (including individuals opting out as you refer).*

As at 17 September 2024, 343 roles have been disestablished; this includes vacant roles. During the period 27 November 2023 to 31 August 2024, 67 people have exited the organisation due to redundancy, of these:

- 9 left due to involuntary redundancy and 58 due to voluntary redundancy
- 71% were female, 27% were male and 2% did not disclose their gender
- 66% were aged up to 50 years old, and 34% were over 50 years of age
- 67% were European, 10% Asian, 10% Māori, 7% Pacific Peoples, 6% another ethnicity and 6% did not disclose an ethnicity. Our people can declare up to three ethnicities and are counted once in each ethnic group declared. Ethnicity groups are based on Statistics NZ standards.

7. *Regional breakdown of job cuts (or planned)*

Roles are not locked to a particular region, so we are unable to answer this question for vacant disestablished roles. For the 286 occupied roles that have been disestablished, the location of position holders is spread as follows:

- 50% were in the Wellington region
- 42% were in the Auckland region
- 6% were in the Canterbury region
- 1% were in the Manawatū-Whanganui region
- 1% were in the Waikato region
- <1% were in the Taranaki region
- <1% were in the Otago region

Of the 67 people who have exited the organisation due to redundancy:

- 51% were in the Wellington region
- 39% were in the Auckland region
- 7% Canterbury region
- 3% were in the Bay of Plenty region.

*8. Percentage of workforce cut in restructure (or planned).*

Change programmes are still ongoing at this time. From the period 31 December 2023 to 31 August 2024, headcount has reduced by 5.3 percent. This reduction includes resignations outside change programmes and fixed-term contracts coming to an end.

*9. Amount of savings achieved/expected in restructure.*

We can advise that the estimated savings for the 343 roles is \$37m per annum.

*10. Did your recent restructure include contractors - ie were contractors also laid off?*

Contractors are out of scope of our change management policy and procedure, and not included in any change process.

*11. Were permanent staff prioritised over contractors - ie if a position needed to be disestablished and there were permanent staff and contractors doing that work, would the permanent employee be kept and the contractor let go?*

Permanent staff have been redeployed into roles wherever possible. Contractors are not able to participate in change processes, as they are not employees and are out of scope of the Kāinga Ora change management policy and procedure.

*12. What was the total amount spent in redundancy payouts - for how many people? If the amounts have not been finalised yet please provide the expected/projected spend. Please provide a breakdown between voluntary and forced redundancy payouts.*

During the period 27 November 2023 to 31 August 2024, a total of \$2,366,249.78 in redundancy payments have been made to 66 people. We cannot project the future spend on redundancy payments as it would be predetermining the outcome of change processes that are in train or any that are yet to get underway. Therefore, this part is refused under section 18(g) of the Act, as 'the information requested is not held by the department'.

It should be noted that our response to question 6 specifies that 67 individuals were made redundant during this period. The difference is due to individuals receiving payment after their last day of employment (i.e. one person's final day of employment does not fall within the August period).

*13. Are there any further savings targets to be achieved? If so, please provide the amount that needs to be saved, and the number of job losses forecasted to achieve these.*


Saving targets were outlined in the 21 June 2024 Letter of Expectations from Ministers to the Kāinga Ora Board, which is available on the Beehive website [21June2024 Kāinga Ora Letter of Expectations 2024-25.pdf \(beehive.govt.nz\)](https://www.beehive.govt.nz/21June2024-Kainga-Ora-Letter-of-Expectations-2024-25.pdf). Further savings targets are still to be determined. The

new Kāinga Ora Board has been asked by Ministers to present a plan by November 2024. Once the Government has made decisions based on this plan, the amount that needs to be saved, and any associated workforce changes, will become clearer.

You have the right to seek an investigation and review by the Ombudsman of this decision. There is Information about how to make a complaint at <https://www.ombudsman.parliament.nz> or by freephone on [0800 802 602](tel:0800802602).

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 iti noa, nā



Rowan Macrae  
**General Manager – People, Governance, and Capability**