

13/05/2025

Bobby Neilson

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Tēnā koe Bobby Neilson,

I write in response to your request dated 15 April 2025, for information under the Official Information Act 1982 (the Act):

As my right as a kiwi, can you provide me with under the freedom of official information act, a summary of how the OHI results impacted the RRR.

Did the results lead to any conclusions that related to staff sizing at the organization?

Did the results change the impact on proposed staff reductions (for better or worse).

Relating to the OHI results and staff engagement, were any considerations made to consider cutting less staff for better OHI results in future? Did the OHI indicate less staff would be more favourable to ko's targets and performance. If so, please confirm how. If not, were there any results that made it clear staff reductions would lead to worse performance across ko's targets?

I have provided responses to your questions below.

A summary of how the OHI results impacted the RRR.

We have interpreted 'OHI' as the Organisational Health Index survey Kāinga Ora undertook in November 2024. We interpret 'RRR' as meaning the consultation on the Kāinga Ora redesign.

Feedback from our people through the Organisational Health Index (OHI) survey confirmed key areas that we must focus on and improve to ensure everyone at Kāinga Ora can perform at our best.

This included a need to break down silos and bureaucracy and enable more collaboration and empowered decision-making. The proposed organisational redesign (as described in the consultation document) has been designed to enable a structure that will build our execution capabilities and help create a high-performance culture; while also ensuring we are creating an employee experience that enables our people to be at their best and do their best work.

The proposals set out in the RRR consultation document were designed to support us to achieve these outcomes.

Did the results lead to any conclusions that related to staff sizing at the organization?

The OHI results were one of many sources of data and information which informed the proposed structure (which saw a proposed reduction in staff sizing) at Kāinga Ora.

Did the results change the impact on proposed staff reductions (for better or worse)?

Please refer to the above question.

We're any considerations made to consider cutting less staff for better OHI results in future?

The priority driver for the proposed number of staff at Kāinga Ora as part of the RRR consultation was *'resizing our workforce to match the work we need to deliver and our volumes of work going forward'*.

Renewing our organisational structure, culture, policies and capabilities to foster a resilient, engaged, adaptable, high-performing workforce is complimentary work intended to improve OHI results in future. This will be regardless of the size of the organisation, or how many staff are reduced through the current restructuring process.

Did the OHI indicate less staff would be more favourable to ko's targets and performance. If so, please confirm how. If not, were there any results that made it clear staff reductions would lead to worse performance across ko's targets?

The OHI results did not indicate that either more or less staff would be more favourable to the targets and performance of Kāinga Ora, however, it did confirm key areas that we must focus on and improve to ensure everyone at Kāinga Ora can perform at our best.

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 some 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



Tracey Taylor
General Manager – People, Governance and Capability