

## Kāinga Ora - Homes and Communities Board

Paper no:	5.2
Meeting date:	25 February 2025
GM:	9(2)(a) [redacted]@kaingaora.govt.nz General Manager People Governance and Capability 9(2)(a)
Business Group:	People Governance and Capability
Title:	TECHNOLOGY REVIEW

## Recommendations

1. It is recommended that the Kāinga Ora Board:
  - a) **Note** the contents of the independent review of Kāinga Ora technology (Attachment 1)
  - b) **Note** the actions that Kāinga Ora management are taking to address the findings of the review.

## Discussion

2. In December 2024, consistent with the Reset Plan, an independent review of Technology was undertaken (Attachment 1). The review highlighted that Kāinga Ora is not well served by its technology environment, and this is impacting the ability of the organisation to drive more efficient and effective service delivery as well as driving unnecessary cost with several core systems at the end of their economic life. The review also identified that further work is required within Business Enablement to ensure the digital operating model is appropriate for the future needs of the business.
3. The Executive Leadership Team have agreed to a shift in priorities to ensure digital resources are directed toward modernising and consolidating core systems to improve efficiency, reduce costs, and avoid the potential for short-term regretful spend.

## Next Steps

4. The immediate interventions management are making to act on review findings are:
  - a) hiring an experienced CIO who will report directly to the CE (note we have commenced recruitment for this role after securing approval from the People and Culture subcommittee)
  - b) in the meantime, we are focusing the existing team on urgent de-risk interventions as per the second workstream recommended in John's report, including securing appropriate project capability partners
  - c) pausing the agile deployment initiative launched before the CE joined and ensuring all recruitment aligns with review priorities and
  - d) identifying low hanging fruit immediate cost-out opportunities through the transformation tech workstream. We will use the work progressing in other transformation workstreams (notably housing delivery, maintenance and customer services) to build understanding of future business needs



however we will not be formally launching discovery work until immediate risks mitigation projects are in hand and ideally not before the new CIO joins us.

5. We are in the process of identifying FY25 unbudgeted costs to deliver the above however at this point we believe these will be manageable given substantial cost over-delivery in other areas; FY26 outlook needs more work and is likely to require a substantive unbudgeted investment to address; as per the transformation targets paper we are planning to self-fund this investment via delivery of substantive additional unbudgeted cost out opportunities through the transformation.

## Attachments

6. Attachment 1: Review of Technology Report

## Signature

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General Manager People Governance and Capability

