



## Te Tūāpapa Kura Kāinga

Ministry of Housing and Urban Development

**Position** Secretary for Housing and Urban Development and Chief Executive | Te Tumu Whakarae mō Te Tūāpapa Kura Kāinga

**Agency** Ministry of Housing and Urban Development | Te Tūāpapa Kura Kāinga

**This position is a member of the Public Service Leadership Team**

### Position purpose

As the Government's primary advisor on housing and urban development, the Secretary for Housing and Urban Development (the Secretary) leads and stewards a highly devolved housing system spanning central and local government, private and NGO sectors. Through this, the Secretary holds an important role in helping individuals, families and whānau have healthy, secure and affordable homes that meet their needs.

Engaging across sectors, the Secretary and their organisation are enabling more homes to be built through unlocking housing supply, and catalysing and delivering change in the housing and urban development system. The Secretary co-leads the Government's Target to achieve a 75 percent reduction in the number of households in emergency housing and is responsible for the delivery of the Government Policy Statement on Housing and Urban Development, which presents a multi-decade vision for the housing and urban development system.

The Ministry for Housing and Urban Development (HUD) provides advice on policy and legislation; monitors Kāinga Ora – Homes and Communities (Kāinga Ora) and Tāmaki Regeneration Company (TRC); funds a range of programmes to deliver more housing and urban development; regulates community housing providers; and collects and shares data and insights to inform decisions.

HUD is also responsible for, or has a role in, the administration of 11 Acts of Parliament. The Ministry's roles and responsibilities are carried out by a workforce of about 350. HUD administers Vote Housing and Urban Development with annual and forecast multi-year appropriations totalling approximately \$9.25 billion.

### Accountabilities

Critical success priorities

The Government has set five priorities for the housing portfolio:

- implementing the Going for Housing Growth policy, which aims to improve housing affordability by significantly increasing the supply of developable land for housing
- improving the rental market to make it easier to be a landlord, and easier to be a tenant
- making building and construction changes to improve competition and lower building costs
- improving social housing to look after those who need support
- reforming the Resource Management Act.

	<p>To give effect to these priorities, the Secretary will:</p> <ul style="list-style-type: none"> <li>• foster settings that increase housing supply in places where it is needed, including removing planning barriers to land supply and establishing clear, reliable and efficient infrastructure funding and financing arrangements</li> <li>• partner with stakeholders to support continued development of land and construction where it is needed</li> <li>• improve the value for money and effectiveness of the funds and programmes in the system</li> <li>• improve the targeting and effectiveness of social housing, housing support and services provided to people with housing needs</li> <li>• lift the performance of Kāinga Ora in response to the Independent Review, including monitoring the implementation of Kāinga Ora’s credible plan for improving performance, and providing high-quality advice to Ministers.</li> </ul>
Agency	<p>The Secretary for Housing and Urban Development is employed by the Public Service Commissioner and directly accountable to the Minister of Housing and the Associate Minister of Housing. The Secretary is accountable for:</p> <ul style="list-style-type: none"> <li>• continuing to improve the Ministry’s understanding of the housing and urban development system’s current and projected performance and regularly reporting on it.</li> <li>• strengthening system governance through appropriate mechanisms that provide oversight for the system.</li> <li>• providing high quality support to HUD’s Ministers, including policy advice, data and evidence and monitoring.</li> <li>• maintaining a strong leadership team and capable staff, skilled in priority areas, to support efficient delivery of Government priorities.</li> <li>• ensuring the Ministry has the capability and culture it needs to be an effective system leader, steward, and monitor.</li> </ul>
System	<p>The Secretary for Housing and Urban Development must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.</p> <p>As a member of the Public Service Leadership Team, the Secretary is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.</p> <p>As a Public Service leader, the Secretary for Housing and Urban Development will:</p> <ul style="list-style-type: none"> <li>• preserve, protect and nurture the spirit of service to the community that public service employees bring to their work.</li> <li>• demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020.</li> <li>• uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency.</li> <li>• promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is</li> </ul>

	<p>desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society.</p> <ul style="list-style-type: none"> <li>• uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.</li> <li>• Support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi by developing and maintaining the capability of the agency and the wider public service to engage with Māori and to understand Māori perspectives.</li> </ul>
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## Key relationships

Government	<ul style="list-style-type: none"> <li>• Minister of Housing</li> <li>• Associate Minister of Housing</li> <li>• Ministers of Finance, Economic Development, Environment, Infrastructure, Local Government, Building and Construction, Māori Development, Social Development and Employment, and Transport</li> </ul>
Public Sector	<ul style="list-style-type: none"> <li>• Members of the Public Service Leadership Team</li> <li>• Ministries of Business, Innovation and Employment, Environment, Social Development, Transport, Department of Internal Affairs, and Te Puni Kōkiri</li> <li>• Central agencies: Te Kawa Mataaho Public Service Commission (including regional Public Service Commissioners), The Treasury, Department of the Prime Minister and Cabinet, Ministry for Regulation, and the Social Investment Agency</li> <li>• Te Waihanga   Infrastructure Commission</li> <li>• National Infrastructure Financing and Funding Ltd</li> <li>• Kāinga Ora – Homes and Communities</li> <li>• Tāmaki Regeneration Company Ltd</li> </ul>
Local Government	<ul style="list-style-type: none"> <li>• HUD works closely with local government including regional, district, and city councils; and unitary authorities.</li> </ul>
Iwi and wider communities	<ul style="list-style-type: none"> <li>• Treaty partners</li> <li>• Iwi, Pacific and other communities</li> <li>• Community Housing Providers</li> <li>• Developers, investors, building and construction companies</li> <li>• New Zealand citizens</li> </ul>
Security Clearance	Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance.

## Leadership Roadmap

The Secretary for Housing and Urban Development must demonstrate competency and applied experience across several of the dimensions set out below:

<b>System Leadership</b>	<b>Delivery</b>	<b>Context Management</b>	<b>Sector Experience</b>	<b>Organisational Leadership</b>
Influencing results across complex systems, drawing on the collective strengths of organisations, and ensuring effective and efficient delivery through others.	Providing policy advice to Government to ensure best practice delivery, with a strong understanding of economic and social issues relating to housing.	Building effective relationships with Ministers, maintaining their trust and confidence in a high-profile portfolio.	Understanding the housing system's challenges and opportunities, including sector/system design, and the intersection between economic and social policy issues relating to housing.	Shaping the strategic direction of an agency to ensure efforts are focused where they will have the greatest impact.
Focusing and aligning governance of all-of-government effort across a complex system.	Ensuring data, insights, and evidence are used to support policy design and decision-making.	Understanding the Crown's relationship with Māori, and an ability to engage with Māori and understand Māori perspectives.	Understanding place-based housing challenges and needs facing communities across New Zealand.	Leading a national organisation to create influence across a sector at national and regional levels.
Delivering government investments that maximise value for money, are highly effective, efficiently delivered and achieve government priorities.	Providing strong financial management skills and expertise in infrastructure investment.	Developing trust and confidence with a broad range of stakeholders to build ownership and support for shared goals, including in instances where stakeholders have differing ambitions.	Maintaining strong stakeholder relationships across the housing sector, including central and local government, iwi and Māori, developers, investors, building and construction companies, Kāinga Ora, TRC Ltd and Community Housing Providers.	Lifting agency performance, culture, and capability so it achieves for communities, Ministers, across government agencies and with external stakeholders.
	Monitoring the performance of Crown Entities or other delivery organisations.			Ensuring a fit for purpose and high performing monitoring function.

Further information on Ministry of Housing and Urban Development outcomes, organisational structure, dimensions and appropriations can be found on the website: [www.hud.govt.nz/about-us](http://www.hud.govt.nz/about-us)

Other useful information is also available at the following links:

- Legislation: [What we do - Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development](#)
- Annual Reports: <https://www.hud.govt.nz/assets/Uploads/Documents/Te-Tuapapa-Kura-Kainga-annual-report-2023-24.pdf>
- Government Policy Statement on Housing and Urban Development (GPS-HUD): [Government Policy Statement on Housing and Urban Development \(GPS-HUD\) - Te Tūāpapa Kura Kāinga - Ministry of Housing and Urban Development](#)
- Strategic Intentions: <https://www.hud.govt.nz/documents/hud-statement-of-strategic-intentions-2019-2023>