

Labour, Science and Enterprise Realignment

Final Decisions

29 May 2024

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Introduction from Nic Blakeley

Tēnā koutou,

I want to start by saying thank you for your engagement and participation in this consultation process. I appreciate the insights, views and ideas you have shared with me on the changes I have proposed to ensure Labour, Science and Enterprise is well set up for the future.

We received 251 pieces of written feedback, and I have had many conversations with individuals and groups throughout the consultation period. All feedback was gratefully received and carefully considered by me and LSE's Leadership Team. You will see that there is over 20 pages of feedback and response in this document, and that's great. Your feedback has helped refine this change and make it better.

Overall, the feedback received was positive about the rationale and proposed structure – you supported the rationale behind the proposals and could see how change would enable us to deliver on Ministers' priorities. There was also support for the way that the 'placement' approach for people would increase certainty and minimise disruption. Because of this, we've retained the overall structure proposed, and made adjustments to resourcing for particular teams and where individuals will be placed where we can.

This document outlines the final change decision for Labour, Science and Enterprise.

As set out in the consultation document, we have been working closely with the new Government to support their priorities and help confirm and set up work programmes that will deliver a stronger, more productive economy for all.

We want to position MBIE well for the future, including setting out a structure that provides opportunity for kaimahi to continue to provide high-quality advice and delivery, is better aligned to Ministerial portfolios, and meets the Government's fiscal sustainability objectives.

In the pages that follow, I have summarised your feedback and responded to each themed area. The final change document reflects a structure that I believe enables the

respective branches to thrive while being appropriately supported to drive efficiency wherever possible.

The new structure will take effect on 24 June 2024, and our MBIE values will be at the heart of its success. We will share more about the transition over the coming weeks.

As much of your feedback discussed, ensuring we are well-connected with each other and across our work will continue to be a foundation of our success in LSE. It will be our strength as we work as a team to support the transition to the new structure. This is Mahi Tahi in action. It will be a period of adjustment as we work through and embed these changes.

Over the coming weeks and months as we embed the new structure, I ask each of you to think about our MBIE values and identify how you can build on our foundations to support the success of this change – both with your work and in support of your colleagues. We have an ambitious programme of work to deliver, and we want to grasp the opportunities for Aotearoa New Zealand.

I want to again acknowledge that change can be difficult and unique to each person. Please continue to consider what support you may need during this process and discuss this with your people leader, GM, or me directly.

Ngā mihi nui,



Nic Blakeley

Deputy Secretary
Labour, Science and Enterprise

How to read this document

This document has a section on LSE-wide feedback followed by a section related to each proposal. In each section, you will find:

- A summary of what was proposed
- A table of the feedback received and our response
- An outline of additional changes made in response to the feedback
- The confirmed organisational chart.

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business group and viewing the new organisational charts. At the end of this document there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your People Leader or your General Manager will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE’s change process from [Te Taura | Current Change Programmes](#). This includes MBIE’s Expression of Interest (EOI) and selection process for affected people.

Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email to LSERealignment@mbie.govt.nz. These decisions have been shared with the Public Service Association and NUPE.

Implementation

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life.

- To support our **transition**, GMs, branch leadership teams and managers will manage the transition of work programmes across teams and branches. We will need to work together to smoothly hand across key pieces of work and stakeholder relationships. We have some time to come together on 24 June for continuing to build our whanaungatanga, acknowledge our teams and collectively recognise the new LSE. The Office of Deputy Secretary will be inviting the LSE Group, including the people joining us from other business groups, to events to signal this.
- As part of the **implementation**, our GMs and branches will be discussing the focus of the Branches and asking you to be familiar with the team structures and workplans. There will be opportunity to kōrero about this further at stand ups, meetings and 1:1.
- **Embedding** begins when we support this new LSE focus and then collectively drive the work and consider the needs of our colleagues. As part of this we’ll be looking at what parts of the group need to co-locate and whether any changes are needed to support Mahi Tahi on work programmes.

Implementation timeline

Activity	Date
Final decision released	29 May 2024
Transition activities	30 May – 21 June 2024
‘Go Live’ of new structure	24 June 2024

Overview of change proposals

The following high-level changes were proposed:

1. The creation of a new Technology and Innovation Branch, bringing greater focus on emerging and innovative sectors and delivering on ministerial priorities to grow the tech sector and enable the biotech sector.
2. The reconsolidation of Tourism and Economic Development Policy into a single branch, named Economic Development and Tourism branch, to reflect the reduction in the Economic Development work programme. This branch would leverage the skills and capabilities of our kaimahi to grow the value of tourism while maintaining social licence, and more broadly lifting the performance of sectors and firms, and in-place policy and implementation. It would be responsible for delivery of key funds such as Major Events Fund and the International Visitor Levy.
3. The creation of a new Science and Space Branch to bring together the leadership, regulatory and policy functions of these areas to create a high-performing science and space system for New Zealand. This branch was proposed to include two Science Policy teams that will continue to progress reform of the science system and work closely with the Science Advisors.
4. The consolidation of science investment functions into the Science Investment and Performance Branch. This reflects the upcoming work programme focused on consolidating some funds, the end of some, and the need to rebalance the workload across teams while providing people the opportunity to work on new funds.
5. The redeployment of the Income Insurance team to other areas of Employment, Skills and Immigration, and LSE and a reporting line change for the Sector Workforce Engagement Programme team from Kānoa to Employment, Skills and Immigration to consolidate labour market functions.

6. The introduction of a Team Leader Ministerial Services in the LSE Office of the Deputy Secretary to reflect an in-principle decision by LSE's Leadership Team for a centralised approach to LSE Ministerial Service.
7. No structural changes were proposed for LSE's Entity Performance and Investment Branch and Workplace Relations and Safety branches.

Digital, Data and Insights Realignment

Through a separate change process, it is also proposed that DDI's evaluation, insights and research function is moved to LSE as a centre of excellence and renamed 'Insights'. This revised proposal takes into account feedback received from across MBIE on DDI's Realignment 2023 change process, and re-consultation on this proposal ran between 14–21 May 2024.

The rationale, based on the feedback received, is to move this activity closer to the policy teams because we are an important user of this work, while maintaining the coherence and scale in the unit to support members' ongoing professional development.

The revised change proposal also sought feedback on whether to return the NZRIS project to LSE. The proposed placement of these roles is shown in [Proposal 5](#) (Science System Investment and Performance). The proposal also considered whether the Tourism Data Leadership Group secretariat function should shift to Economic Development and Tourism, where it would benefit from a closer relationship with policy, and transition to become more stewardship and system focused.

The Insights function would be a separate unit that reports to the General Manager Workplace Relations and Safety Policy. As it is a separate unit being established through DDI's change process, it is not shown in this document.

Final decisions on this change will be communicated through DDI's change process.

Flexible Policy Workforce

We are also continuing to develop the Flexible Policy Workforce Approach, which is designed to enable us to be more agile and flex resource into high priority and time-constrained programmes. Thank you to those of you across LSE who are contributing to developing this approach. We received feedback and suggestions on the approach through the Consultation and this has been fed into the development process.

The process to develop the Flexible Policy Workforce Approach has run parallel with the Consultation process for the LSE Realignment. Policy people from across LSE, BRM, Te Waka Pūtahitanga and Kānoa attended workshops in early May and worked up some principles, options and draft processes for how we might flex our policy capability in the future. The PSA National Delegates also attended one of the workshops.

The outputs from the workshops along with your feedback will be shaped into some options for the Policy Coordination and Alignment Committee to consider in June. Following this we expect to share the approach with our Policy community.

Your feedback on the LSE change proposal

We received a total of 251 submissions. 217 submissions on the What Say You platform, as well as 7 team submissions and 27 individual submissions. Overall, there was a supportive response to the realignment approach and the proposals. In general, you supported the intention and rationale for the change and provided feedback focused on refining the design of our branches and teams. The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches. It outlines responses to the queries raised and the rationale behind decisions made. Feedback and information specific to each proposed branch follows this section.

Feedback themes	Response	
OVERALL RESOURCING AND PEOPLE IMPACTS		
Overall Resourcing and Impacts for Kaimahi	<ul style="list-style-type: none"> • Resourcing imbalance: There is a perception of uneven resourcing across LSE, which does not align with the resource requirements of government priorities and regulatory system needs. A clear commitment from leadership is requested to balance roles both across and within branches and teams as the new proposed structure is implemented. • Distribution of senior positions across teams: The proposed structure lacks reallocation of Full-Time Equivalent (FTE) across teams to ensure a balanced distribution of staff at different levels. Some teams are noted to be top-heavy with too many Policy Directors / Principal Policy Advisors, while others lack experienced staff to mentor less experienced team members. There's a suggestion that reallocating FTE could address these imbalances and enhance team effectiveness. • Impact on workload: Concerns are raised about the ability to deliver current work programs with reduced resources due to vacancies being closed and voluntary redundancies. The realignment seems to focus on eliminating lower-level positions while preserving higher-level roles, potentially leading to increased workload for remaining staff. There's a need to protect remaining staff while adjusting to new structures and embedding new work programs. Overburdening teams with new demands before resource requirements are clear poses a risk and needs careful management. 	<ul style="list-style-type: none"> • An important principle of the LSE Realignment was to ensure that the new structure had a place for everyone who wanted one. Following our voluntary redundancy process and the closure of vacant positions that we have been actively managing over the past nine months, we have been able to achieve this while managing our fiscal sustainability as a Group. However, we will have fewer kaimahi in this new structure than we have had in past, and we will need to continue engaging with Ministers to prioritise and deprioritise work programmes, working efficiently and effectively as a Group and taking a Mahi Tahi approach across LSE and MBIE. This is a real focus for LSE's Leadership Team as we implement and embed our new structure. • In each section of this Final Decision document, you will see where we have made changes to resourcing based on your feedback. This has included increasing the number of roles in some teams, and reducing where we were able in others. Overall, we believe this new structure sets us up well for the future, and we will continue to actively consider resourcing and where further adjustments might be needed. One of the consequences for our placement approach to this change process is that the new LSE structure is based on the current number of people we have and their existing seniority level – everyone has retained their position or been placed in an equivalent one, including people moving

Feedback themes		Response
		<p>between LSE, BRM, DDI and Kānoa. The counterfactual to this – reducing more senior positions and increasing the number of policy / senior policy advisors through this change process – would have required formal redundancy and EOI / recruitment processes. This would be disruptive and put at risk our policy development and delivery for the Government.</p> <p>Where we have been able, we have made some changes to balance distribution across teams. It's likely that over time we will be able to rebalance further as our operating environment changes. In the meantime, it will be important for teams to make sensible decisions about work allocations and, over time, the Flexible Policy Workforce Approach will be able to surge and flex capacity to priority areas.</p> <ul style="list-style-type: none"> • We hear these concerns, and LSE's Leadership Team will continue to actively monitor teams' workloads across the Group. Ensuring that we have a workload that is ambitious <i>and</i> achievable is important for the quality of our work and our wellbeing. Where your workload is feeling unmanageable, please discuss this with your people leader.
Individual Placements	<ul style="list-style-type: none"> • Proposed placements for individual kaimahi: Several submissions requested changes to the teams that staff were proposed to move to, indicating a desire for more input or transparency in the decision-making process regarding team placements. For some, there was a lack of clarity about how decisions regarding staff movements between teams were made. It would be helpful for staff to understand the decision-making process behind these changes. 	<ul style="list-style-type: none"> • GMs proposed the placement of individual staff members in the realigned structure based on fit between the business need and people's skills, experience, and interest. The consultation period has enabled GMs and people leaders to have focused discussions with kaimahi to explain the reasoning behind proposed individual placements. Kōrero has resulted in several changes being made. Final placements will be confirmed in individuals' letters.
Career Pathways	<ul style="list-style-type: none"> • Career progression: Senior, Advisor, and Graduate Policy kaimahi are concerned about how the change may impact career progression. This is particularly driven by concerns about recognition and fair assessment of their work, capacity of people leaders and GMs to engage and develop individuals, increased workloads due to a lower number of FTE across the Group, reduced positions meaning reduced 	<ul style="list-style-type: none"> • It's important to us that MBIE is a place where people can thrive and reach their full potential, including by developing their skills and capabilities. This will continue to be a key focus for GMs and managers, and I'm excited by the opportunities that are underway and, in the pipeline, when looking across LSE. There is considerable opportunity for rapid skill and expertise development, and we will ensure managers

Feedback themes	Response	
	<p>avenues for career progression and assignment of meaningful work that will contribute to professional development. There was concern that the impacts of this would be a lack of opportunity for progression to more senior roles and higher compensation, and increased talent attrition as people seek opportunities outside of MBIE.</p> <ul style="list-style-type: none"> • Graduate transition: There is concern that the restructuring process and timing should not affect the graduate transition. Graduates value the opportunity to rotate into different teams within MBIE as a key incentive for taking up their positions. Transitioning into new teams allows them to apply their skills to different contexts and further their professional development. • Senior progression round: Concerns were raised about the senior progression round being on hold. This delay may affect career development opportunities for staff seeking advancement to senior positions. 	<p>and senior team members are engaged in supporting individuals' career aspirations. We encourage both managers and kaimahi to use the great resources we have available on Te Taura Performance and Career Development to plan and discuss your development.</p> <ul style="list-style-type: none"> • Graduate Policy Advisors will progress to be Policy Advisors, at the conclusion of the Programme, on 1 June 2024. However, they will remain in their current team until after the new structure has been implemented. We will then consider whether a separate placement process for the 2023 Graduates is also needed, and if so, this would happen once any structural changes have been implemented and embedded. • MBIE usually conducts an annual progression round in April/May for people wishing to apply for progression from a Policy Advisor to a Senior Policy Advisor role. Again, due to the decision to undertake a Voluntary Redundancy round and this change process, we are pausing undertaking a progression round until after this organisational change has been implemented and embedded and we understand the business need.
Diversity in Leadership	<ul style="list-style-type: none"> • Diversity in leadership: When finalizing the new structure, it's suggested to consider the balance of men and women in leadership positions to ensure diversity at both the leadership and team levels. This consideration is essential for fostering an inclusive and effective work environment. 	<ul style="list-style-type: none"> • MBIE is committed to being a workplace where a diverse group of people are represented in leadership positions as this is part of what creates an inclusive and effective work environment. We will consider the diversity of leadership across the new structure, and whether any action to support the promotion needs to be taken.
Health and Safety Policy Team, Workplace Relations and Safety Policy Branch	<ul style="list-style-type: none"> • Resourcing and uptake of rotation opportunities: Concerns are raised about the right-sizing of the Health and Safety Policy team, especially after a significant number of FTEs have been removed. The proposed rotation process may not effectively address this issue, as there is reluctance among staff to move to HSP through rotation. 	<ul style="list-style-type: none"> • We acknowledge this feedback. We will continue to actively monitor and consider resourcing allocations across the Workplace Relations and Safety Policy branch in light of our regulatory requirements and the Ministers' work programmes.

Feedback themes	Response	
COLLABORATION AND CONNECTION		
Cross-LSE / MBIE Collaboration	<ul style="list-style-type: none"> • Importance of maintaining connection and collaboration across teams and related areas of work: Many submissions were made about ensuring that connection remains between teams. In fact, this was one of the strongest themes throughout the feedback received. There was discussion about how to ensure connections are monitored and maintained regardless of what branch teams are in, that leadership needs to support collaboration, and that connection is vital to mutual information exchange. • Physical proximity for collaboration: Staff have queries about co-locating branches that will be working together to support collaboration and relationship-building across the Group and to make communication on a day-to-day basis easier. • Capacity of managers to support collaboration: Managers/People Leaders are often busy with administrative tasks and may lack time to engage with their peers around new work which would benefit from cross-team input. Active encouragement for such conversations could ensure all the Ministry's experience and wisdom is tapped to benefit our mahi, particularly large and significant projects. There's also a call for more time and resources for managers to engage with their peers and encourage cross-team collaboration. 	<ul style="list-style-type: none"> • We agree, and it's been great to see this feedback come through so strongly from across LSE. Mahi Tahi and ensuring we are well-connected with each other, and across our work, will continue to be a foundation for our success in LSE and at MBIE. I encourage everyone to think about how they can actively maintain existing connections and develop new ones as we move into our new structure. This is key for our ability to grow Aotearoa New Zealand for all. • We agree that working in close proximity of each other helps foster trusted relationships and supports innovative thinking. Current location arrangements will be reviewed as part of preparing for our 'Go Live' date and over the course of embedding our new structure. • A key role for managers is actively fostering cross-team and cross-work engagement. GMs will work with their Leadership Teams to support this.
COMMITMENT TO BUILDING TE AO MĀORI AND PACIFIC CAPABILITY		
Te Ao Māori and Pasifika Capability	<ul style="list-style-type: none"> • Harnessing our existing Māori and Pacific capability: Consideration should be given on how to better harness Māori and Pacific capability that exists across LSE and to think more meaningfully about where this expertise is, in terms of work programmes and opportunities for these skills to be utilised. Some teams and projects have great need of this capability, and some do not, so it is a question of whether LSE is being purposeful in utilising these resources. 	<p>Building our capability to partner with Māori is a key focus area for LSE as part of our LSE kaupapa programme. The LSE Leadership Team is committed to ensuring we all build our capability, and we have a working group focussed on this. We are also actively engaged in MBIE's Whāinga Amorangi programme and encourage ideas and suggestions from LSE people on how we can build and harness our existing capability across LSE. We grow our cultural awareness and capability within the work that LSE</p>

Feedback themes		Response
		does and where it can be meaningful and impactful. Our people and culture focus area will also consider how we can better use our collective skills and expertise across LSE.
STRUCTURE AND RELATIONSHIP OF FUNCTIONS WITHIN LSE		
Location of Space Function (Science and Space / Technology and Innovation Branch)	<ul style="list-style-type: none"> Placement of Space in the Technology and Innovation Branch: Suggestion that Space should sit within the Technology and Innovation Branch as a focus area for industry and economic development, similar to Biotech or Digitech. Feedback suggests that Science and Space are not well-aligned within the proposed branch as there is limited overlap in work programs between the two areas, which raises concerns about how they will function together effectively. 	<ul style="list-style-type: none"> We agree that there is alignment between the Science and Space and Technology and Innovation Branches and see continued collaboration across branches as key to delivering for Ministers and Aotearoa New Zealand. <p>On balance, we have placed Science and Space within the same branch as we see strong connections between the international science policy and space functions. This includes international engagement, showing through most notably between the Space Policy and International Science Partnerships teams, and in the management of sensitive technologies.</p> <p>Furthermore, we see strong rationale for continuity in the leadership of the space function due to the importance of key international relationships, and the science function due to the impending release of the Science Sector Advisory Group recommendations for system reform. Consistent with feedback received through the consultation process, placing these two functions within the same branch enables the GM (and Head of the Space Agency) to continue leadership of this area.</p> <p>Given these considerations, the Space team will remain with the Science Policy teams.</p>
Location of Science, and Innovation Functions in LSE	<ul style="list-style-type: none"> Placement of Science and Commercialisation in separate branches: There's concern that the separation of science/research policy and research commercialisation policy may not align well with the Science, Innovation, and Technology Minister's priorities. The split could place 	<ul style="list-style-type: none"> While MBIE aims to align similar focus areas within a branch, it is equally important to ensure that all areas are active in making the connections that are relevant to advancing work priorities across teams and branches. At times this will mean there are branches that

Feedback themes		Response
(Technology and Innovation / Science and Space Branch)	pressure on the Innovation Policy team to act as a bridge between the two areas.	<p>have limited overlap of work programmes, but they will entail certain types of expertise and aligned leadership that will be immensely beneficial given the nature of the work programmes and relationships.</p> <ul style="list-style-type: none"> The Innovation Policy team will need to continue working closely with the Science Policy teams to support the current Minister's priority focus on commercialisation outcomes from research activity. While under this structure this work will be across branches, existing relationships, shared internal engagement processes and close working relationships between the relevant General Managers and Directors will help ensure that there shouldn't be additional pressure on the Innovation Policy team.
Location of Science Leadership Team (Science and Space / Science Investment and Performance Branch)	<ul style="list-style-type: none"> Placement of Science Leadership team in Science and Space Branch: Moving the Science Leadership Team from Science System Investment and Performance to the Science and Space branch is seen as creating a disconnect between the Science Leadership Team and SSIP branch. However, it's suggested that connection could still be maintained through regular leadership team and branch meetings. 	<ul style="list-style-type: none"> On balance, placing the Science Leadership Team in the Science and Space branch enables the science advisory function to be more closely connected to and engaged with science policy processes. The Chief Science Advisor will continue to report to the Deputy Secretary LSE. To support continuing connection, the Chief Science Advisor will also remain connected to the SSIP Leadership Team and will continue to be part of planning activities.
Location of NZTE Policy in LSE (Economic Development and Tourism / Technology and Innovation Branch)	<ul style="list-style-type: none"> Placement of NZTE Policy in Economic Development and Tourism Branch: Perception that the placement of NZTE policy within the Economic Development and Tourism branch does not align with the principle of grouping common work together, potentially missing opportunities to increase alignment between significant and related government interventions (and the associated delivery organisations) that would have benefits for policy alignment and efficiency, as well as staff learning and development. 	<ul style="list-style-type: none"> We acknowledge that responsibility for NZTE policy could have been led from a number of MBIE branches, and this reflects the volume and cross-cutting nature of MBIE's interactions with NZTE. On balance, we consider that this function will be placed in the Economic Development and Tourism branch because of the Minister for Economic Development's joint responsibility role for NZTE, her portfolio priorities related to capital investment and Foreign Direct Investment, and the strong connection to the Export Double Strategy which will be led from the branch. However, we will continue to work across teams and branches in developing NZTE policy and ensuring it is well aligned with other policy interventions.

Feedback themes		Response
Location of Investment Policy in LSE (Technology and Innovation / Economic Development and Tourism)	<ul style="list-style-type: none"> Placement of Investment Policy in Technology and Innovation Branch: Concerns about the decision to move investment policy out of its current placement with broader economic development policy function as it is a strong economic development (ED) lever. Suggestion that understanding and setting policy for the finance needs of firms is more appropriate within an economic development-focused branch than with a biotech regulator, implying a potential mismatch in placement within the proposed structure. 	<ul style="list-style-type: none"> These concerns are acknowledged. There were a number of ways the different branches could have been structured and this was considered at one point. However, it was decided on balance that there were natural synergies between the Science, Innovation and Technology portfolio and Investment Policy, particularly because of the firm-level and emerging sector focus. Regardless, there will need to be significant collaboration between the teams to grow the level of investment in Aotearoa New Zealand’s firms and capital markets.

Proposal 1 - Establish a new Technology and Innovation Branch

Summary of changes proposed

The proposed change is to establish a new Technology and Innovation Branch, designed to deliver on the Government's increased priority for achieving greater value from emerging and innovative sectors, focused on emerging and innovate sectors that will make a macroeconomic difference to New Zealand. This includes the Government's objectives to increase the value of the tech sector from \$17b to \$30b by 2030 and pass enabling gene technology regulation and establish a gene technology regulator. The Technology and Innovation branch will bridge between the more foundational science focus of the Science and Space Branch and the more established-sector focus of the Economic Development and Tourism Branch.

The following changes were proposed to deliver on this kaupapa:

1. A new General Manager position for the Technology and Innovation branch to be created, disestablishing the General Manager Economic Development and Transitions role.
2. People in the current Economic Development and Transitions branch to be redeployed across LSE and BRM to support Ministerial work programmes.
3. One Policy Director to be moved to Technology and Innovation, and a second to Economic Development and Tourism.
4. Members of the Industry and Enterprise Policy teams, and the Just Transitions team to be redeployed to a variety of places across LSE and BRM.
5. The EDT Policy Projects Team to be moved from the Economic Development and Transitions to the new Technology and Innovation Branch, and one Project Coordinator from the team will move to BRM's Small Business and Manufacturing Team.
6. The Investment Policy team to be moved from Economic Development and Transitions to Technology and Innovation.
7. The existing Innovation Policy team to move from Science, Innovation and International to Technology and Innovation, with one Policy Advisor currently in Innovation Policy to move to the Biotech Policy and Regulation Team.
8. The existing Digital Policy team will move from BRM to the Technology and Innovation branch.
9. A new Biotechnology Policy and Regulation Team will be created. This team will include a new Manager role with team members drawn from across LSE.

Your feedback on Proposal 1

The following table summarises feedback we received about Proposal 1 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes	Response
<p>Digital Futures Policy Team</p>	<ul style="list-style-type: none"> • Change of team name: There was a suggestion to change the name of the Digital Policy team to "Digital Futures" to better reflect the team's remit, focusing on the tech sector's growth rather than solely digitising firms. This name change would also help distinguish the team from others, such as the Innovation team and DIA's Digital Policy Team. • Digital Futures Policy Resource allocation: There was extensive feedback regarding the under-resourcing of the Digital Futures Policy team considering their current scope of work. There was a proposal to allocate resources to the Digital team equivalent to the size of the Innovation Policy team to effectively develop and deliver digital policy, which is expected to become one of the main priorities for LSE and the government. • Role of the Programme Manager: The current Programme Manager role within the Digital team is seen as broader than just facilitating programme / project management tools and risk registers. There was a proposal to ensure that the team continues to have a Programme Manager as a core member embedded in the team.
<p>Small Business and Manufacturing Team</p>	<ul style="list-style-type: none"> • Concerns about Policy Alignment and risk of disconnect: There's apprehension regarding the proposed shift of manufacturing policy work to BRM, fearing a loss of alignment with key policy areas such as investment, innovation, skills, and employment within LSE. The current structure is seen as better suited for maintaining this alignment, and there's doubt about the effectiveness of the proposed realignment. • Insufficient resourcing: Feedback highlights concerns about the inadequate resource allocation for manufacturing policy within the

Feedback themes		Response
	<p>proposed BRM structure. The current workload requires 6-7 FTE, but the proposal suggests only 4 staff. This lack of resources may hinder the team's ability to effectively serve the Minister and seize policy opportunities in the manufacturing sector.</p>	<ul style="list-style-type: none"> FTE devoted to the manufacturing function was able to be surged over the past six months to support the establishment and delivery of the new Small Business and Manufacturing portfolio. This allowed the Minister to develop a private-sector-backed strategy for the portfolio. That strategy will put the Minister in a good place to prioritise and deprioritise across the portfolio and sequence delivery at a pace consistent with the resource available. Placing the manufacturing function alongside his other portfolios will also better enable efficiencies and consistency in supporting the Minister. Therefore, four FTE will be transferred to Small Business and Manufacturing from LSE.
Technology and Innovation Policy Programmes Team	<ul style="list-style-type: none"> Change of Proposed team name: Suggestion to rename the "T&I Projects" team to expand on the meaning of "T&I" for stakeholders outside of LSE/MBIE/Government, with alternatives proposed such as "Technology and Innovation Policy Programmes" or "Technology and Innovation Policy Delivery Team." Move the Principal Advisor RDTI Operations to Technology and Innovation Policy Programmes Team: A suggestion was made to move the Principal Advisor RDTI Operations position to the Technology and Innovation Policy Programmes Team given the skills and capability of this role align more to programme management than innovation policy. 	<ul style="list-style-type: none"> We agree with the feedback submitted and will therefore rename the T&I Projects team to 'Technology and Innovation Policy Programmes'. We agree that there is cross-over between the skills and capabilities of the Technology and Innovation Policy Programmes Team and the Principal Advisor RDTI Operations. While the role itself will not be moved into the team due to its specific focus on the RDTI, we expect that there will be a close working relationship as part of building of a community of best practice across LSE.
Questions of Clarification	<ul style="list-style-type: none"> Clarification on Commercialisation focus: Request for clarification on the focus of commercialisation, particularly distinguishing between commercialisation from public vs. private organisations and given the separation of the science policy team into another branch. Clarification on Responsibilities for emerging sectors: Questions about the responsibilities within the Technology and Innovation Branch, particularly regarding the focus on emerging and innovative sectors and the growth of the tech sector. Questions arise about which 	<ul style="list-style-type: none"> Commercialisation of science is a key objective of the Government, and it will be important that functions across LSE work together to support this. The Technology and Innovation branch will be particularly focused on emerging sectors that have the potential to make a meaningful contribution to New Zealand's macroeconomic performance. The branch as a whole will take a Mahi Tahi approach to enabling Aotearoa New Zealand to realise the potential of these sectors.

Feedback themes	Response
<p>teams will be responsible for these areas, specifically whether the Digital Policy team will focus on growing the tech sector and which team will handle emerging and innovative sectors.</p> <ul style="list-style-type: none"> • Clarification on Biotech and Genetech: Request for clarification on the distinction between biotech and genetech and whether they are used interchangeably across proposal documents. There is also a question about whether the Biotech Policy & Regulation team will become the home of the proposed genetech regulator. • Clarification on Investment teams: Unclear about the specific remit of the Investment team within the proposed structure compared to other Investment teams across the Group, such as the one in the Economic Development & Tourism branch. Questions arise about how these teams integrate and whether there is redundancy or overlap in their functions. 	<ul style="list-style-type: none"> • The Biotechnology Policy and Regulation team will be initially focused on the legislative and regulatory enablement of genetic modification, including through the establishment of a regulatory entity. The form and location of that entity is under active consideration. Beyond this, the Biotech team will then look for opportunities to develop New Zealand’s biotechnology sector more generally. • The two teams have different functions (policy versus operational). The Investment Policy team in Technology and Innovation is a policy team which leads on access to finance, venture capital and investment attraction. The Investment Management Performance team in Economic Development and Tourism is an operational team, responsible for the delivery of key funds such as the Major Events Fund and the International Visitor Levy.

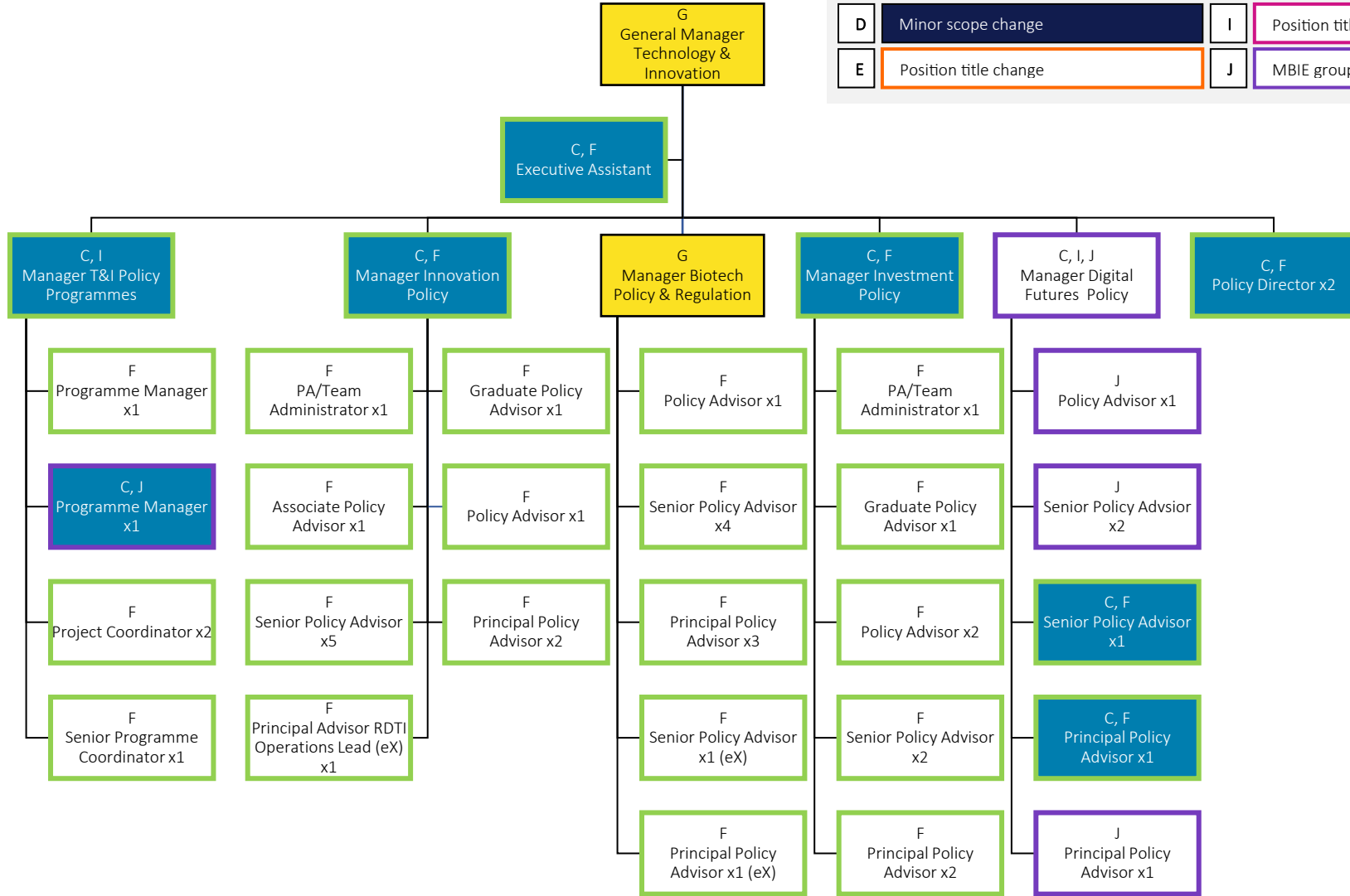
Confirmed changes

1. A new General Manager position for the Technology and Innovation branch to be created, disestablishing the General Manager Economic Development and Transitions role.
2. People in the current Economic Development and Transitions branch to be redeployed across LSE and BRM to support Ministerial work programmes.
3. One Policy Director to be moved to Technology and Innovation, and a second to Economic Development and Tourism.
4. Members of the Industry and Enterprise Policy teams, and the Just Transitions team to be redeployed to a variety of places across LSE and BRM.
5. The EDT Policy Projects Team to be moved from the Economic Development and Transitions to the new Technology and Innovation Branch, and one Project Coordinator from the team will move to BRM’s Small Business and Manufacturing Team. The team has been renamed ‘Technology and Innovation Policy Programmes’.
6. The Investment Policy team to be moved from Economic Development and Transitions to Technology and Innovation.
7. The existing Innovation Policy team to move from Science, Innovation and International to Technology and Innovation, with one Policy Advisor currently in Innovation Policy to move to the Biotech Policy and Regulation Team.
8. The existing Digital Policy team will move from BRM to the Technology and Innovation branch and renamed ‘Digital Futures Policy Team.’

9. Two positions have been reallocated within the branch to increase the relative resourcing for the Digital Futures Policy Team. A Senior Policy Advisor and a Principal Policy Advisor were moved from Innovation Policy to Digital Economy Policy.
10. A new Biotechnology Policy and Regulation Team will be created. This team will include a new Manager role with team members drawn from across LSE.
11. A Senior Policy Advisor has been reallocated from Biotechnology Policy and Regulation Team to the Economic Development and Tourism Branch's Tourism, Environment and Economy Team (see feedback on Proposal 2).
12. Three positions that became vacant during the consultation period following the departure of kaimahi proposed to be placed in them were closed. This included a Fixed Term Senior Policy Advisor in Biotech Policy and Regulation, a Senior Policy Advisor in Investment Policy, and a Principal Policy Advisor in Digital Futures Policy.

Confirmed structure – Technology and Innovation Branch

KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM



Note: Graduate Policy Advisors will transition to Policy Advisors in their existing teams on 1 June 2024.

Proposal 2 - Establish a New Economic Development and Tourism Branch

Summary of changes that were proposed

We proposed to consolidate Tourism and a new Economic Development Policy Team into one branch, given the natural synergies between their work programmes and objectives. This branch will now be named Economic Development and Tourism. The merging of Economic Development Policy and Tourism will broaden the economic understanding and capability of the Tourism team and enable us to leverage the skills around policy 'at place' that exists in both teams.

The Economic Development and Tourism Branch was proposed to consolidate functions around firm performance (including emergency business support when required), sector performance including screen, and Economic Development at place. The functions proposed for this branch were:

- economic development policy advice, particularly with respect to firms and sectors
- tourism and hospitality policy advice
- development of policy advice with an 'at place' approach
- Major Events Fund administration and management
- administration and management of tourism-related funds, and the New Zealand Screen Production Rebate – International
- Policy responsibility for New Zealand Trade and Enterprise

The following changes were proposed to deliver on this kaupapa:

1. A new General Manager position for the Economic Development and Tourism branch to be created, disestablishing the General Manager Tourism role. The General Manager's EA will move across branches to Economic Development

and Tourism. People in the current Tourism branch will also move across in their current teams and roles.

3. A new Economic Development Policy team to be created, led by a new Manager Economic Development Policy role. The kaimahi from this team would be shifting across from the current Economic Development and Transitions branch.
4. Including additional roles in the Tourism Communities and Regions team to increase capacity and leverage expertise for at place policy and implementation. An additional Senior Policy Advisor from the Economic Development and Transitions would be included in this expanded team.
5. A Principal Policy Advisor and Associate Policy Advisor will also join the Tourism Stewardship and Systems team.
6. One Associate Policy Advisor will join the Tourism, Environment and Economy team.
7. In the General Manager's office, two PA/Team Administrators would join the Economic Development and Tourism Branch. PA/Team Administrator resource would be centralised in the General Manager's Office to enable deployment across the Branch's work programme.
8. One Policy Director will join the branch from Economic Development and Transitions.

Your feedback on Proposal 2

The following table summarises feedback we received about Proposal 2 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback Themes	Response
<p>Integration of economic development policy within Economic Development and Tourism branch</p>	<ul style="list-style-type: none"> <p>Alignment of Policy teams: Questioning on the proposed areas of focus for policy teams, particularly the allocation of two separate tourism policy teams and one economic development policy team. Suggesting an opportunity to reflect the dual purpose of economic development and tourism across all policy teams, especially considering the matrix-management style of work.</p> <p>We have aimed to reflect a dual focus of economic development and tourism in Economic Development and Tourism, within the context of supporting two Ministers, two Crown Entities, several funds, and a large number of stakeholders. We have been mindful that having four policy teams that each report across all of these key responsibilities would quickly become unwieldy both for the teams and for stakeholders.</p> <p>However, to enable more integration, economic development at place will be led by the renamed Destinations and Regional Economies Team and there may also be international aspects of economic development led by the Tourism, Environment and Economy Team. Our Mahi Tahī approach will also support alignment across Economic Development and Tourism, and ensure we have good policy coherence across the branch’s work programme.</p>
<p>Economic Development Policy Team</p>	<ul style="list-style-type: none"> <p>Lack of clarity on Economic Development Policy Team's focus: There were concerns about the coherence and clarity of the economic development team's role within the branch. Feedback raised uncertainty regarding the focus and remit of the economic development policy team within the proposed branch. There were questions about whether the team will have a regional or place-based focus, or if it will primarily focus on tourism and major events.</p> <p>Risk of overemphasis on Tourism: A perceived risk of the branch being overly focused on tourism, potentially to the detriment of other economic development priorities.</p> <p>Need for clear role and contribution to Economic Development: Desire for clarification on how the economic development policy team will</p> <p>This uncertainty is acknowledged. A key task during the transition and implementation phases of the change process will be for Economic Development and Tourism’s Leadership Team and the Economic Development Policy Team to set priorities and develop a work programme that is purposeful and achievable and will deliver on the Minister’s and government’s priorities.</p> <p>The Economic Development Policy Team’s responsibilities will include Economic Development portfolio leadership and coordination, capital intensity to lift productivity, exporting (coordinating role on MBIE’s role in the double exports strategy and NZTE), sectors (including the screen sector), supporting development of the Economic Strategy, and MBIE ownership responsibilities.</p>

Feedback Themes	Response	
	<p>relate to other teams within the branch, such as Kānoa (place-specific) and Strategic Policy, to effectively contribute to economic development goals.</p> <ul style="list-style-type: none"> • Risk of isolation from broader economic understanding: Concerns about the potential isolation of the economic development function within the proposed branch, and a risk of losing sight of the broader picture of New Zealand's economy and its interplay with investment, innovation, and skills. The proposal indicated a strong focus of the TED branch on tourism and at-place policies, suggesting that there will be minimal crossover with the work of the Technology and Innovation Branch creating risk of disconnect between NZTE policy advice and policy advice for the other strands of 'firm-level' interventions or key sector/verticals. • Balancing sector-specific and cross-cutting issues: Need to balance sector-specific issues, such as tourism, with cross-cutting economic issues facing New Zealand, as well as how it collaborates with other branches within LSE/MBIE. 	<ul style="list-style-type: none"> • This concern is acknowledged. There is a significant Economic Development work programme that will require coordinating across MBIE and other government agencies that may mean resources need to shift towards supporting this. This will evolve over time, and be actively managed. • The connections between economic development policy, Kānoa, Te Waka Pūtahitanga and across MBIE remain key to ensuring MBIE retains a strong economics foundation in the development of our policy advice. Our Mahi Tahi approach and continued collaboration across branches is key to delivering policy advice that integrates our views on the broader economy and system interactions for Ministers and Aotearoa New Zealand. • A key function of Economic Development and Tourism Branch and the Economic Development Policy Team will be to have visibility and contribute to broader economic policy and opportunities. Teams and individuals will need to connect and work across MBIE branches and public sector agencies to deliver a stronger, more productive economy for all. • Economic Development and Tourism and Economic Development Policy will work on cross-cutting horizontal issues to lift Aotearoa New Zealand's economic performance. A tangible example of horizontal work across MBIE branches and public sector agencies is to drive productivity through increased business investment, lifting capital intensity.
<p>Tourism, Environment and Economy Team</p>	<ul style="list-style-type: none"> • Resource allocation: Historical alignment in resourcing between the Tourism, Environment and Economy team and the Tourism Stewardship and Systems team. Perception of a discrepancy in resource allocation, with more resources allocated to the Tourism Stewardship and Systems team in the proposal, prompting a request for review. 	<ul style="list-style-type: none"> • This feedback has been considered and additional resources have been allocated to the Tourism Environment and Economy team from the Enterprise Policy team – an Associate Policy Advisor.

Feedback Themes	Response
Major Events Team	<ul style="list-style-type: none"> • Resource allocation: Concern about the reduction in Full-Time Equivalent (FTE) in the Major Events team potentially leading to a shift towards more transactional-level work, which may not align with the purpose of the Fund.
Destinations and Regional Economies Team	<ul style="list-style-type: none"> • Change of team name: Feedback highlighted concerns about the lengthy and confusing name of the 'Tourism and Economic Development Communities and Regions' team, and the absence of acknowledgment for the hospitality element in the portfolio. Suggestions were made to rename the team to 'Destinations and Local Economies,' which is shorter, still reflects the at-place focus, and is more inclusive of the newer economic development and hospitality remits.

Confirmed changes

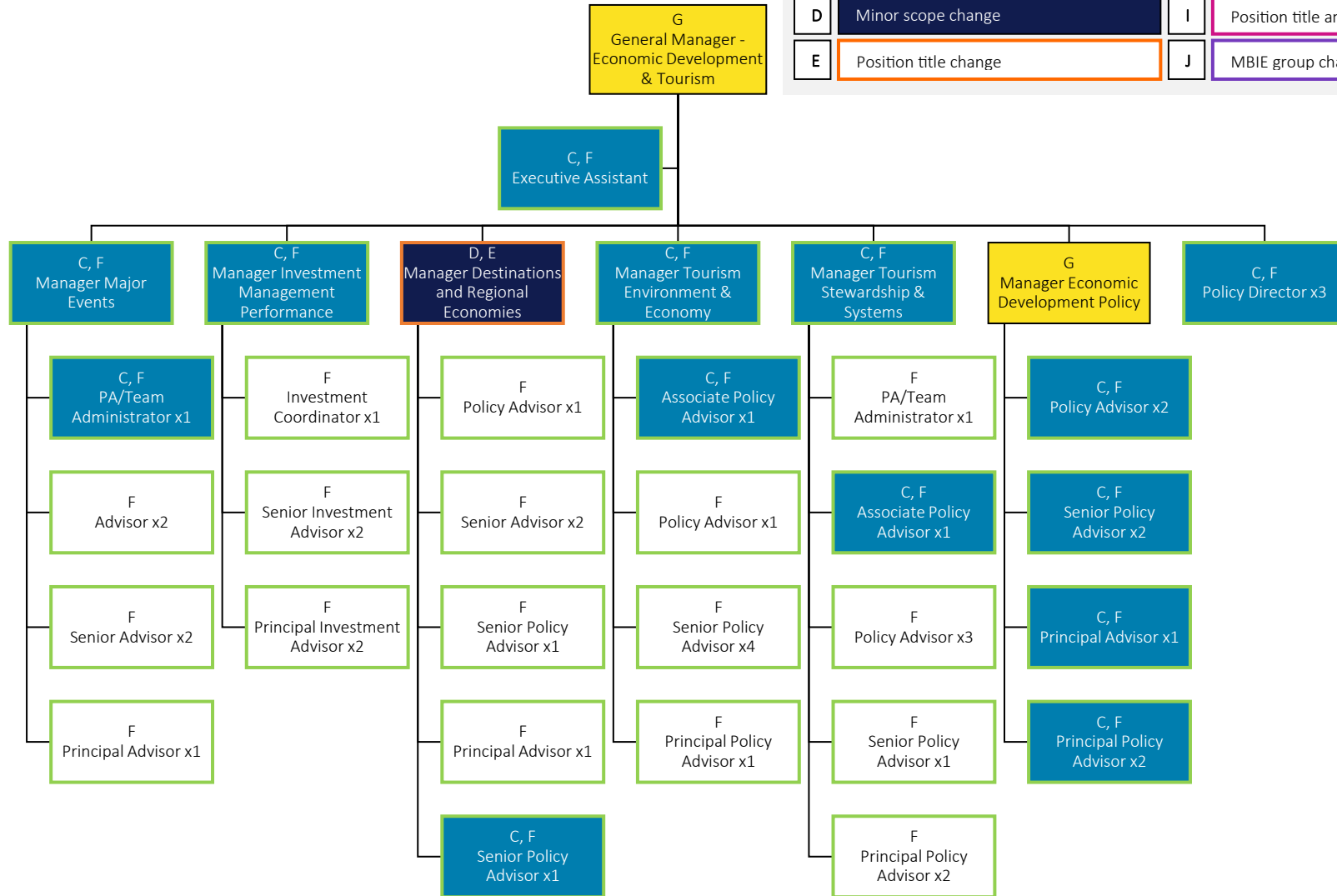
As a result of feedback, the following changes have been made to Proposal 2:

1. Create a new Branch – Economic Development and Tourism.
2. Branch name revised to reflect MBIE’s broad role in economic development.
3. A new General Manager position for the Economic Development and Tourism branch to be created, disestablishing the General Manager Tourism role.
4. A new Economic Development Policy team will be created, led by a new Manager Economic Development Policy role.
5. The Tourism Stewardship and Systems team will be joined by an Associate Policy Advisor from Industry Policy in Economic Development Transitions.
6. One Associate Policy Advisor will join the Tourism, Environment and Economy team.
7. The Major Events team will be joined by a PA/Team Administrator from Just Transitions.
8. One Policy Director will join the branch from Economic Development and Transitions.
9. The Communities and Regions team will be renamed to ‘Destinations and Regional Economies’ and will be joined by a Senior Policy Advisor from Just Transitions.

Confirmed structure – Economic Development and Tourism

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM



Proposal 3 – Establish a new Science and Space Branch

Summary of changes proposed

We proposed to establish a new Science and Space branch to lift relevant science and space teams from the current Science, Innovation and International Branch and the temporary Future Research System Branch to align areas focused on high performing science and space systems, with some adjustments at the team level. It was proposed to bring together science functions that are currently in three separate branches (Science, International and Innovation; Future Research System and Science Systems Investment and Performance) and provide an increased degree of leadership focus on science and space.

The existing Future Research System Branch was established for a fixed period to ensure there was an appropriate focus on designing and delivering the Te Ara Paerangi reform programme. The Government has discontinued Te Ara Paerangi and future reforms will be part of the baseline science policy work programme. Our kaimahi who are working on Future Pathways were proposed to be redeployed into the new Science and Space Branch.

The changes proposed at the team levels are designed to enable our policy capability to focus on the development of strong and well-evidenced policy advice by ensuring that other functions like contract management are undertaken where the relevant expertise and systems reside.

The following changes were proposed to deliver on this kaupapa:

1. A new General Manager position for the Science and Space branch is created, disestablishing the General Manager Science, Innovation and International role. The General Manager's EA will move across branches to Science and Space. Policy Directors will also move across.
2. The temporary Future Research System Branch will be disbanded, and staff will be redeployed.

3. The Science Policy team will move to the new Science and Space branch. An additional Science Policy Team will be created in Science and Space, made up of members from the current Future Research Systems branch. A new Manager position will be created to lead this team. The managers and teams will collectively own and share the policy work programme in Science, with managers working to ensure there is an even spread of strategic and business-as-usual work across both teams. Kaimahi will be expected to work flexibly and collaboratively across the teams.
4. The Ministry's Science Leadership function (Science Advisors) move from Science System Investment and Performance Branch to the Science and Space Branch, more closely aligning their expertise to the Ministry's policy function. The Chief Science Advisor will continue to report to the Deputy Secretary LSE.
5. The International Science Partnerships team will move from Science, Innovation and International to Science and Space. An additional Advisor or Senior Advisor will move to this team however we will run an EOI process for this in the near future. The Director Innovative Partnerships position will be disestablished, and staff offered reassignment to the new Science and Space branch.
6. The Space Policy and Sector Development, and Space Regulatory System teams will move to the Science and Space branch, operating under the *New Zealand Space Agency*. Three kaimahi from the Innovative Partnerships team will move into the Space Policy and Sector Development team.
7. The Trade and International Team will move to BRM.
8. Innovation Policy will move to the new Technology and Innovation Branch (see [Proposal 1](#)).

Your feedback on Proposal 3

The following table summarises feedback we received about Proposal 3 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes	Response
<p>Science Policy Teams</p> <ul style="list-style-type: none"> • Role definition and team structure: Feedback emphasises the importance of clearly defining the roles and responsibilities of the two science policy teams to avoid confusion and promote effective collaboration. Concerns are raised about the potential complexity of having two managers without clear areas of responsibility, suggesting the need for a more streamlined management approach akin to other teams within LSE/MBIE. • Clarity in work programmes: Questions arise regarding the rationale behind dividing staff into two unevenly sized science policy teams and whether this division will result in clear and differentiated work programmes. Participants advocate for a balanced distribution of workload and suggested alternatives for maintaining the stewardship and reform purposes for each team, respectively, and insofar a new reform may progress under the new government. Another way could be demarcating domains of work through subject matter areas or functions and/or distinct work programmes. • Specialisation and flexibility: Suggestions are made for each team to have areas of specialty with a shared work programme, akin to the ESIP model, to provide clarity and guide decision-making. Our people highlight the need for flexibility in resourcing to accommodate seconded employees and those on parental leave, while also managing the top-heavy structure of principals within the teams over time. 	<ul style="list-style-type: none"> • An initial split of how the two Science Policy teams will share their work is suggested to be one team focused on Science Systems issues (science system reform, institution reform, funding), with the other on Science Sector-based work (advanced technology initiative, health, Pacific, hazards, water, AI, etc). This is proposed as a straw-person and the teams and leadership of the Branch will be able to explore and refine this further together over coming weeks. <p>There are a few similar examples where this has worked within the MBIE, and we can learn from these around what is required to make it work for all involved. This reflects our MBIE values of Mahi Tahī and Pae Kahurangi, and the collaborative approach that is key to the success of our policy development processes. Advancing the science policy work programme will require a flexible approach across teams and close communication between the managers. Team members will be allocated to report to one of the two managers to ensure dedicated work programme guidance and pastoral care, but they could work across teams as the work programme requires. More information on this process will be shared with teams soon after this decision document is released.</p> <p>To assist with a better balance of direct reports to the two Science Policy Managers, the PA/Team Administrator will move into the second Science Policy team (Science Sector Policy). The movements in the Science Policy teams are to work towards an even balance of FTEs across the two teams. There will need to be continued attention to this as the work programme of the teams is confirmed after the recommendations of the Science System Advisory Group are clear.</p>

Feedback themes		Response
		We are keen to involve both teams in refining and testing this split in more detail. Once confirmed, both teams and managers will need to work flexibly as the work programme requires.
Space Policy and Sector Development Team	<ul style="list-style-type: none"> • Resource allocation: for Space Policy and Sector Development Team: <ul style="list-style-type: none"> ○ The Policy Team Leader is already overloaded, and adding two more direct reports could exacerbate the workload. ○ Mismatched number of direct reports between the Principal Policy Advisor and Policy Team Leader. ○ Questions about the expectations for the Principal Policy Advisor regarding project management of space-related workstreams. • Space and Regulatory Systems team: Enquiry into the possibility of allocating a PA/TA role to the team. • Security clearance considerations: Given the increasing importance of Space-related workstreams and geopolitical tensions, there's a suggestion to plan for additional senior advisors or advisors to apply for security clearances to support the Space Portfolio adequately. 	<ul style="list-style-type: none"> • This feedback has been considered and additional resources have been allocated to Space Policy & Sector Development from Science System Policy – a Principal Policy Advisor. Additionally, a role that was proposed to be report to the Manager Space Policy & Sector Development will now report to the Policy Team Leader. Therefore, these teams will be better balanced. • The PA / Team Administrator and Project Coordinator will support both teams. • The LSE Leadership Team and relevant GMs will review current security clearance holders and consider whether more are required.
International Science Partnerships Team	<ul style="list-style-type: none"> • International Science Partnerships (ISP) Team: Concerns were raised about the team's ability to deliver without replacing the lost Advisor level position. Feedback also questioned the rationale behind removing the second Principal role from the ISP team, especially considering its full utilisation within the team and its responsibilities, including some team leader duties. 	<ul style="list-style-type: none"> • This feedback has been considered, and the proposal to shift a second Principal Policy Advisor from International Science Partnerships to SSIP will not proceed. Instead, a new role in SSIP will be created and advertised internally.
China Counsellor Role	<ul style="list-style-type: none"> • Impacts of disestablishing the China Counsellor role: Feedback suggests that the decision to disestablish the China Counsellor role 	<ul style="list-style-type: none"> • We have considered this feedback and have decided to retain the role but to not fill it once the current incumbent's arrangement ends.

Feedback themes		Response
	<p>may have significant long-term impacts and should be part of a broader discussion. These included:</p> <ul style="list-style-type: none"> ○ Geopolitical Risks and Global Engagement: The disestablishment of the S&I Counsellor (Beijing) role poses unique geopolitical risks and could undermine New Zealand's position in the global technology and innovation landscape. Maintaining effective engagement with China is crucial for managing risks and staying competitive internationally. ○ Impact on Asia Engagement and Outreach Goals: Disestablishing the China Counsellor role raises questions about how the team will continue to build critical relationships in Asia, particularly considering it's a priority for the Minister. Alternative mechanisms must be identified to ensure continued international outreach efforts align with the goals of LSE and the Science and Space branch. ○ Cost-saving Objectives and Collaborative Models: There's a need for a reassessment of the role's scope to address cost-saving objectives while preserving effective China engagement. Exploring collaborative models with the International Science Partnerships team could offer a path forward that balances financial considerations with strategic priorities. 	<p>MBIE understands the importance of continued engagement in Asia and wants to retain this position with the possibility to hire to the position again at a later stage, if funding is available. New Zealand will continue to engage with China, including via MFAT.</p>
<p>Trade and Critical Supply Team</p>	<ul style="list-style-type: none"> ● Transfer to BRM: There's a suggestion to transfer the entire team to BRM instead of leaving two members with the Economic Development and Tourism Branch. The justification provided for retaining those roles (to support coordination) is seen as overstated and mischaracterised, and losing senior staff would limit knowledge transfer and coaching for junior staff. 	<ul style="list-style-type: none"> ● This feedback has been considered and the proposal to move a Principal Policy Advisor and a Graduate Policy Advisor to the Economic Development and Tourism branch will not proceed. Instead, the full team will move to BRM and be renamed the Trade and Critical Supply Team. ● The current span and size of the Commerce and Consumer Affairs Branch makes it difficult to add another team. Therefore, the team

Feedback themes	Response	
	<ul style="list-style-type: none"> ○ These roles are deemed integral to the overall work of the Trade and International Team, and their connection to the Economic Development portfolio is considered minor. Losing these positions would jeopardise the team's ability to deliver on Ministerial priorities and statutory responsibilities. ○ Regardless of whether the Principal Policy Advisor joins the Economic Development policy team or stays with the Trade and Critical Supply team, there's an emphasis on the need for stronger linkages between these teams to support the government's priorities, especially concerning export goals and addressing global challenges like climate change. ● Ministerial and Branch alignment: Placing the team within the Commerce and Consumer Affairs branch will facilitate better support for the Minister by providing access to information about the Minister's priorities and working style, as well as enabling closer collaboration with other teams in the same portfolio. There is significant downside being in a branch that does not include those within the same ministerial portfolio and vote. Additionally, concerns are raised about the lack of coherence across team responsibilities in the proposed branch and the absence of clear articulation in the change proposal. There are doubts about the substantive connections with teams in the proposed branch, noting a trade team has little connection with communications and infrastructure, though it does have connections with supply chains. 	<p>will move to the Communications, Infrastructure and Trade Branch. Teams will be able to collaborate across groups and branches to ensure that the portfolio connections are being made and policy is aligned across workstreams.</p> <ul style="list-style-type: none"> ● This change will bring existing people focused on trade and supply chains together into one team. We acknowledge the feedback and that ensuring branches are of a similar size for effective span of control benefits has meant some trade-offs around full alignment of related areas. However, we have considered that, on balance, the move brings Commerce and Consumer Affairs-related areas of the team's work (e.g., Trade Remedies, standards and regulatory co-operation) into the Group that leads the relationship with the portfolio and Minister. We acknowledge that there are some parts of the Communication, Infrastructure and Trade branch that are more relevant to the team's work than others, and we expect the connections will build over time. Therefore, the team will move to the Communications, Infrastructure and Trade branch.
<p>Programme Management Function</p>	<ul style="list-style-type: none"> ● Programme management: Concerns are raised about the lack of dedicated resources/function for programme management in the proposed Space and Science Branch. It's deemed crucial to signal a space/function within the branch for strategic workflow management. 	<ul style="list-style-type: none"> ● The Space and Science Branch will be able to make use of the Programme Management function in the Technology and Innovation Branch as appropriate. This will help bed-in close working arrangements across the two branches and build a community of practice across LSE.

Feedback themes		Response
Proposed Branch Name	<ul style="list-style-type: none"> Branch Science and Space Branch name: The shortened version of 'Science and Space' being 'SS' is not well favoured. Could the team be named to reflect the vision for Science and Space systems and avoid this unfortunate association? Could an alternative be Science and Space Policy? 	<ul style="list-style-type: none"> We want to retain a positive focus for the branch, and making sure the branch name is used in full is important for this. It's a short name and, consistent with MBIE's Style Guide, we don't envisage the acronym being used often. If the acronym is needed, we'll use SSB.

Confirmed changes

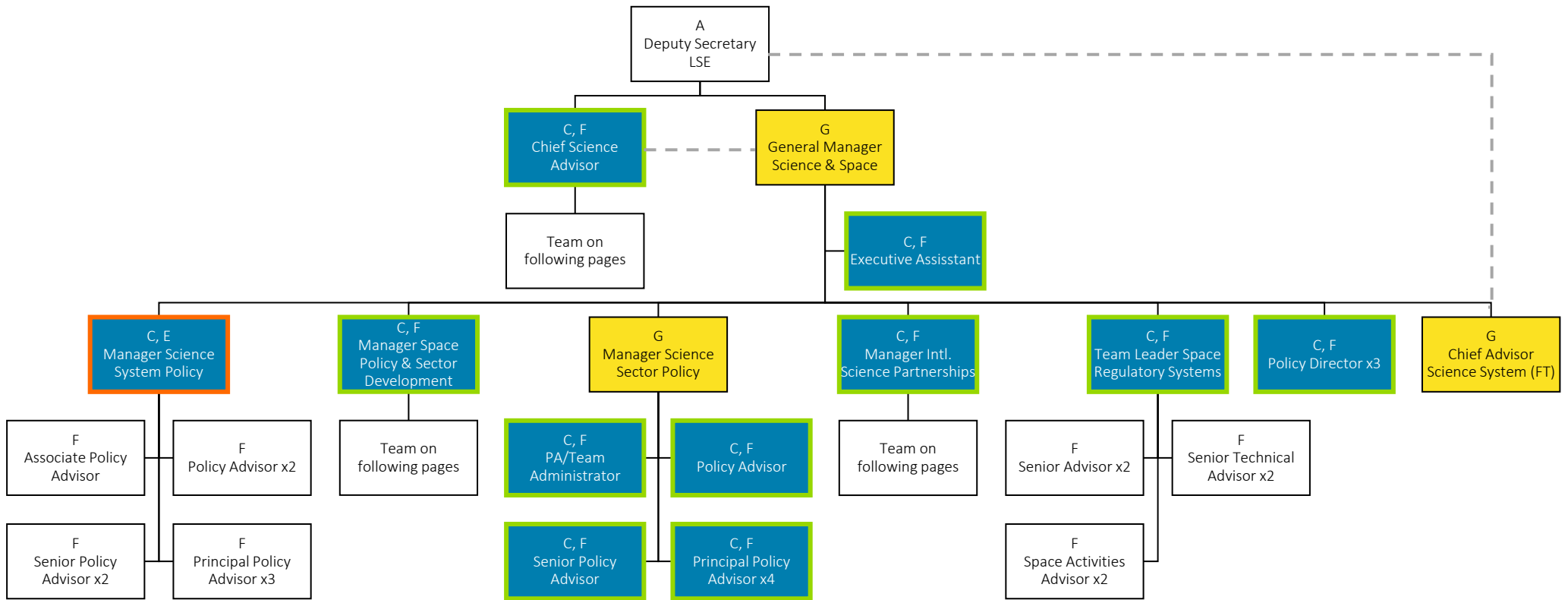
As a result of feedback, the following changes have been made to Proposal 3:

1. A new Science and Space branch will be established including the General Manager Science and Space role.
2. The temporary Future Research System Branch will be disbanded, and staff will be redeployed.
3. One of the proposed Director positions for the Science and Space branch have been removed and one new Chief Advisor Science System position will be created.
4. We have changed allocation of kaimahi across the Science Policy teams, and have one team named Science Systems Policy, with the other being Science Sector Policy.
5. Three kaimahi from the Innovative Partnerships team and a Principal Policy Advisor from the Future Research branch will move into the Space Policy & Sector Development team.
6. Reporting lines of the Space Policy & Sector Development team have slightly changed in line with feedback received.
7. One Principal Advisor from Science System Policy will move into Space Policy & Sector Development.
8. One PA/Team Administrator will move from BRM to support the Space Policy & Sector Development team.
9. The Science Leadership function (Science Advisors) will move from Science System Investment and Performance Branch to the Science and Space Branch.
10. The whole Trade and International Team will move into the Communications, Infrastructure and Trade Branch in BRM.

Confirmed structure – Science and Space Branch

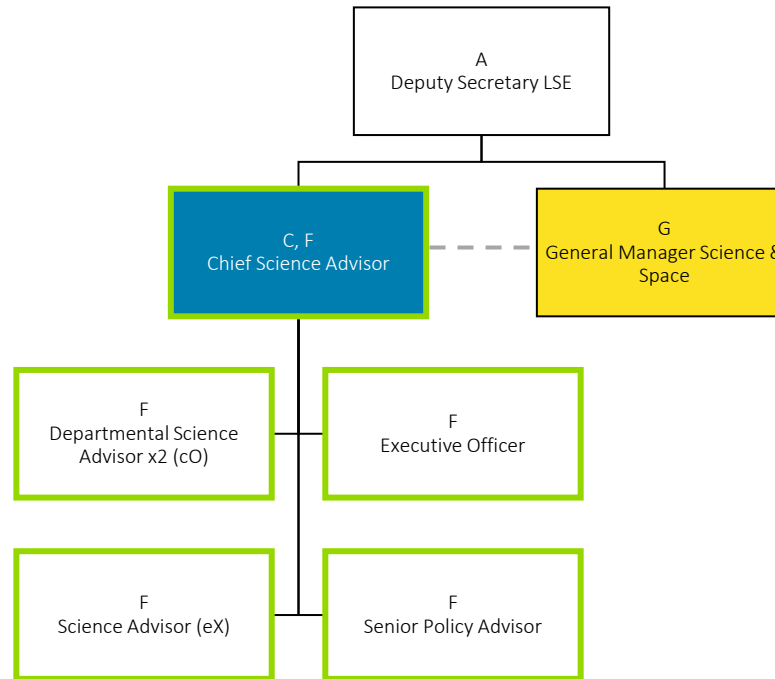
KEY

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Confirmed structure – Science and Space Branch Chief Science Advisor

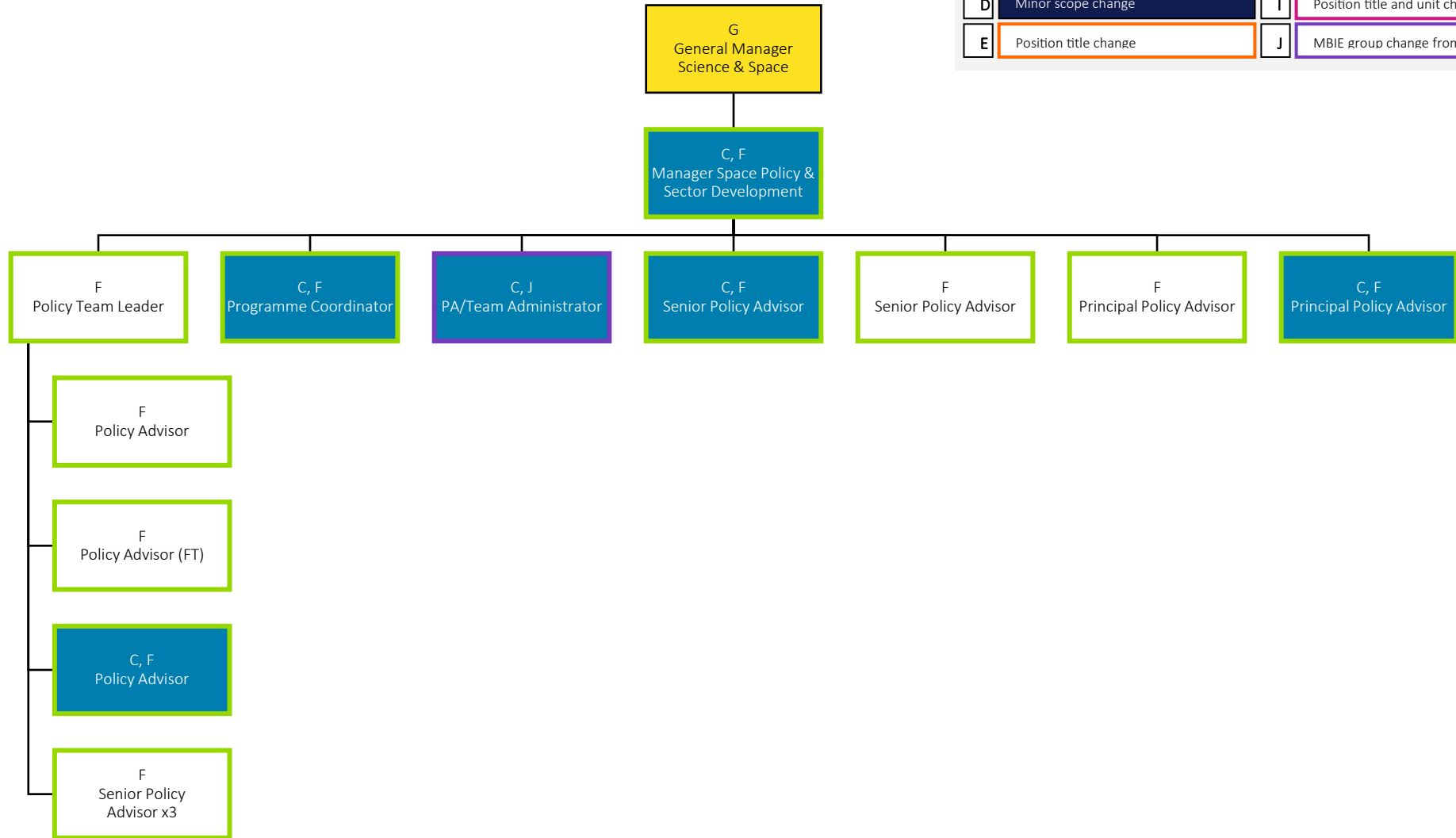
KEY			
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B	Disestablished position	G	New position
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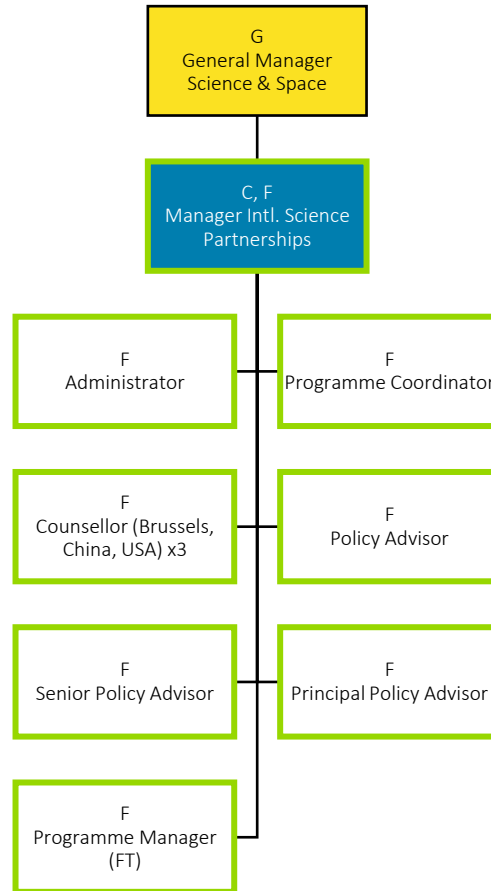
Confirmed structure – Science and Space Branch Space Policy & Sector Development

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM



Confirmed structure – Science and Space Branch International Science Partnerships



KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM

Proposal 4 - Science System Investment and Performance Consolidation

Summary of changes proposed

We identified an opportunity to further consolidate science investment and contract management by bringing international science investment processes into SSIP, with the view of enhancing our stewardship of science investments through fund consolidation and improved oversight of interrelated contracts and create efficiencies through consolidation of funds and contracts.

Some of these funds are currently split across teams, and bringing them into the same team would facilitate consolidation and efficiencies (e.g. Vision Mātauranga Capability Fund and Expanding the Impact of Vision Mātauranga; Strategic Science Investment Fund programmes and Strategic Science Investment Fund Infrastructure; international science investments)

The proposed changes would also rebalance workloads across teams and provide opportunities to work on new funds. Some funds and contracts will end in the next year (e.g. National Science Challenges, Unlocking Curious Minds), creating an imbalance in workload across the teams. We proposed to move responsibility of some funds between teams.

The proposed change would also enable better integration of the Science leadership with policy as the Science Advisors shift into the new Science and Space branch to work alongside the new Science Policy team.

The following changes were proposed to deliver on this kaupapa:

1. The Science Leadership Team (Science Advisors) would move from SSIP to the Science and Space Branch. These roles will not change.
2. Two Senior Investment Managers would move from Specialised Investments to Strategic Investments.
3. One Principal Investment Manager and one Investment Manager would move from Strategic Investments to Contestable Investments.

4. The Assessor team would move from Investment Operations to Service Design and Reporting.
5. The Specialised Investments team would be renamed *Talent and International Investments*.

Your feedback on Proposal 4

The following table summarises feedback we received about Proposal 4 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes	Response	
<p>Clarity on SSIP's Advisory Role and its Team Names</p>	<ul style="list-style-type: none"> • Role of SSIP in advising: There's concern that the realignment suggests SSIP's role is solely focused on managing investments and delivery, without involvement in advising. This overlooks the significant expertise and knowledge within SSIP, and there is concern that the proposed structure doesn't clarify the advising aspect. Moving Science advisors out of SSIP further perpetuates the perception that SSIP is solely focused on delivery rather than advisory functions. There's a need for clarity on SSIP's role beyond delivery. • Suggestion to change Team names: The current team names, such as Contestable, Strategic, and Specialised Investments, are confusing and do not accurately reflect the teams' functions. There's a suggestion to change these names to something more descriptive and useful. 	<ul style="list-style-type: none"> • We recognise the expertise and knowledge that kaimahi in Science System Investment and Performance have, and they will continue to have an advisory role in our new structure. SSIP's advisory function sits across all the SSIP teams. The work of Science Leadership team will not change, and they will continue to work with SSIP in the same way. • We will be able to consider changing team names once the Science System Advisory Group process concludes.
<p>Opportunity to Consolidate and Realign Funds</p>	<ul style="list-style-type: none"> • Consolidation of Funds: There's a recommendation to consider consolidating funds such as PreSeed Accelerator Fund (PSAF), Commercialisation Partners Network (CPN), and Medtech into one team or across a formalised network. These funds will need strong connections with innovation policy and could benefit from consistent management and policy advice, especially considering potential future funds in this area. The proposed realignment provides an opportunity to review the placement of all funds and assess whether they are in the right team. For example, the PreSeed Accelerator Fund may be better suited for Specialised or Strategic teams rather than its current placement. 	<ul style="list-style-type: none"> • This is currently under discussion. The final branch structure will not be impacted by a decision to either consolidate these funds or retain the status quo.

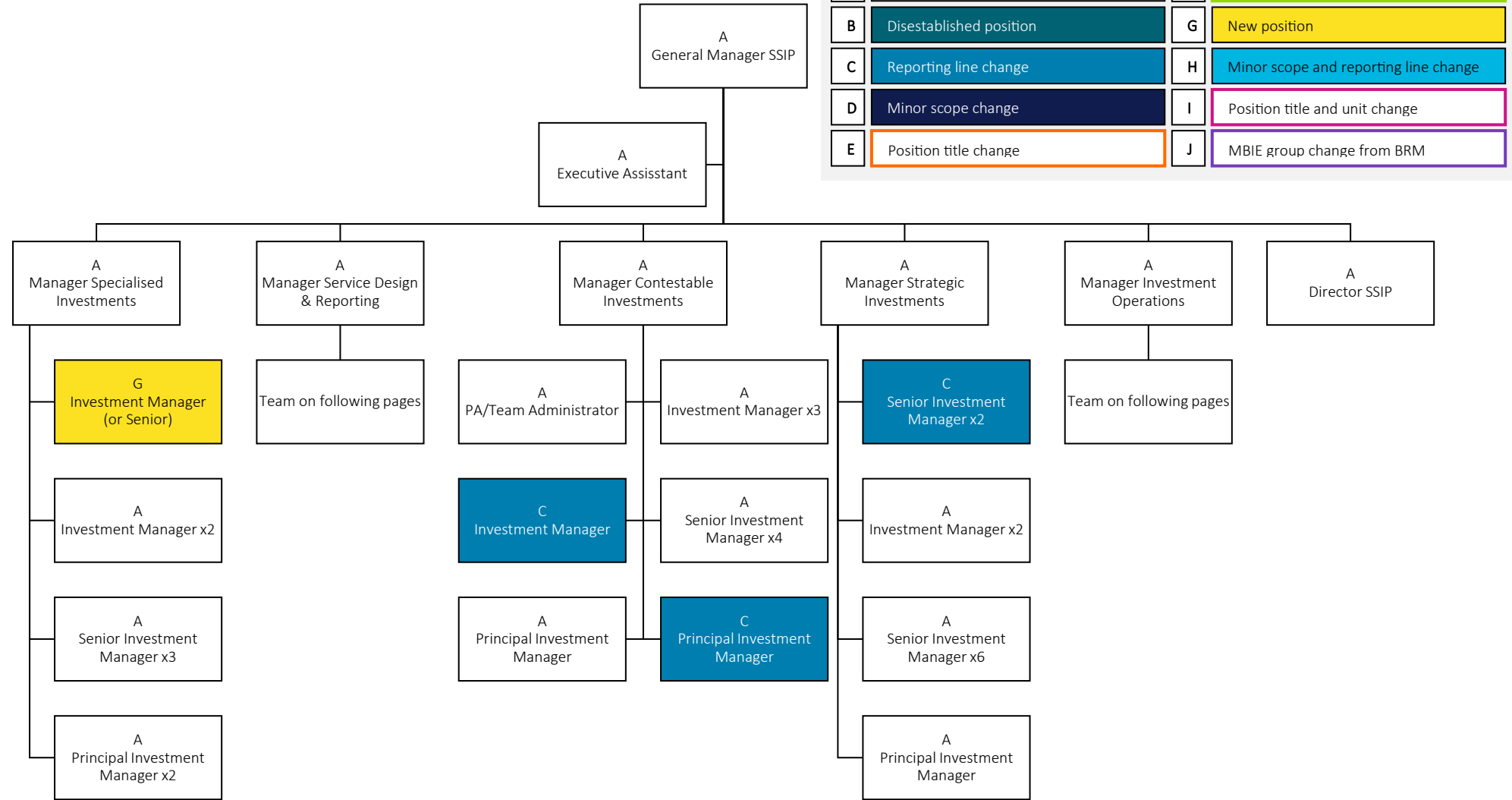
Feedback themes	Response	
Implementation Timing	<ul style="list-style-type: none"> • Timing of transfer: Significant change processes are currently underway for some research infrastructure investments, involving consolidation that requires careful management. Given the ongoing activities, the timing of any transfer of investment management might be better to occur after 1 July 2024 or later when current contracting is complete for some investments. 	<ul style="list-style-type: none"> • This concern is acknowledged. We can work through this as part of the transition process. However, two staff managing many of these investments will transfer to the Strategic Investments Team to ensure continuity of contract management.
Specialised Investments Team	<ul style="list-style-type: none"> • Proposed Team name: The proposed team name 'Talent and International' is misleading and could be changed to something more indicative of the team's focus. • Loss of contract management capacity: The proposed change will result in Specialised Investments losing significant capacity in contract management, raising concerns about the team's ability to effectively manage the work programme. It was also noted this team already had existing resource issues in the Specialised Investments Team due to various factors such as secondments. Given these challenges, questions arise about (a) the timing of transferring staff to another team and whether it should be delayed until the resourcing/work program stabilises, and (b) whether there can be one more Investment Manager position in the Specialised Investments team to manage workload and balance out the Investment Manager positions across the branch. • Inclusive process for role transfer from ISP: There's a request to open the process to move an additional Policy Advisor or Senior Policy Advisor for Science and Space to individuals outside of the International Science Partnerships team, as others may have relevant experience and interest in expressing interest for such opportunities. 	<ul style="list-style-type: none"> • This concern is acknowledged, and the proposal to change the Team's name will not proceed – we will keep the team's name as Specialised Investments. However, we will consider teams' names once the outcomes of the Science System Advisory Group process are known to support clarity of teams' functions. • This concern is acknowledged, and therefore we will establish an additional Investment or Senior Investment Manager role and run a wider internal recruitment process rather than run an EOI process. The intention is to have our new Investment Manager / Senior Investment Manager in place, and then assess the balance of resourcing across the teams relative to the work programme. If there's a need for additional capacity at that time, we will use an EOI process to identify another investment manager from the branch to transfer to this team. • We agree with the feedback submitted and, reflecting the paragraph above, a new Investment Manager / Senior Investment Manager role will be created and advertised internally. This will enable a wider group of people with relevant experience to apply.

Feedback themes		Response
Number of Managers and Directors	<ul style="list-style-type: none"> • Rationale for four Investment Managers managing Catalyst: Questions are raised about the rationale for having four Investment Managers in SSIP to manage a relatively small number of Catalyst contracts, especially when it may impact the already limited numbers of advisors and seniors in International Science Partnerships and other policy teams. • Senior roles within SSIP: The Science and Space branch is described as top-heavy, while the SSIP lacks Principal roles and needs an additional Director. It's suggested that one Director role from Science and Space should be moved to SSIP to address this imbalance. 	<ul style="list-style-type: none"> • There is a misunderstanding regarding the proposal. It is not proposed that four investment managers will work full time on Catalyst. Investment Managers in Specialised Investments will work across a range of funds in addition to Catalyst, including HRC, Royal Society, Talent and Society. • This concern is noted, however SSIP does not require an additional Director at this time.
Assessor Team	<ul style="list-style-type: none"> • Placement of the Assessor Team: There were questions on whether the movement of this team from Investment Operations to Service Design and Reporting was necessary. Some feedback noted it would be more effective to have this function be an independent team. 	<ul style="list-style-type: none"> • The Assessor Team was proposed to move to Service Design and Reporting (SDR) to balance workloads across the branch. While the team could sit in either Investment Operations or Service design and Reporting, there are good synergies with being part of the latter including the Assessor team being closer to the documentation and design aspects of the function.
Flexible workforce approach & Career Pathways	<ul style="list-style-type: none"> • A desire to have the ability for a flexible workforce approach in SSIP: Feedback noted the desire to have a flexible workforce approach in SSIP, particularly in response to concerns raised about the lack of clarity regarding career progression in the proposed model. Feedback indicated a need for a framework that includes opportunities for upskilling, learning through roles, secondments, and other opportunities in different teams. 	<ul style="list-style-type: none"> • As we work through options for a Flexible Policy Workforce, we are exploring how we could implement something similar within SSIP. Following implementation of LSE's Realignment, there will be engagement with the SSIP branch on how we could implement a flexible workforce approach through an annual rotation round, and suggestions around matrix management of contracts. This reflects feedback from the branch away day and will be workshopped with Investment Managers in June. This, along with our continued support of secondments will provide all staff with upskilling and enable learning through roles and experiences in other teams.

Confirmed changes

1. The Science Leadership Team (Science Advisors) will move from SSIP to the Science and Space Branch (functional reporting line only).
2. Two Senior Investment Managers will move from Specialised Investments to Strategic Investments.
3. One Principal Investment Manager and one Investment Manager will move from Strategic Investments to Contestable Investments.
4. The Assessor team will move from Investment Operations to Service Design and Reporting.
5. The Specialised Investments team will keep their name as status quo.
6. A new Investment Manager/Senior Investment Manager role will be created in the Specialised Investments team and will be advertised across MBIE.
7. The NZRIS team – one Associate Senior Analyst Insights, one Senior Analyst Insights and one Principal Analyst Insight, will lift and shift from DDI into the Service Design and Reporting team.

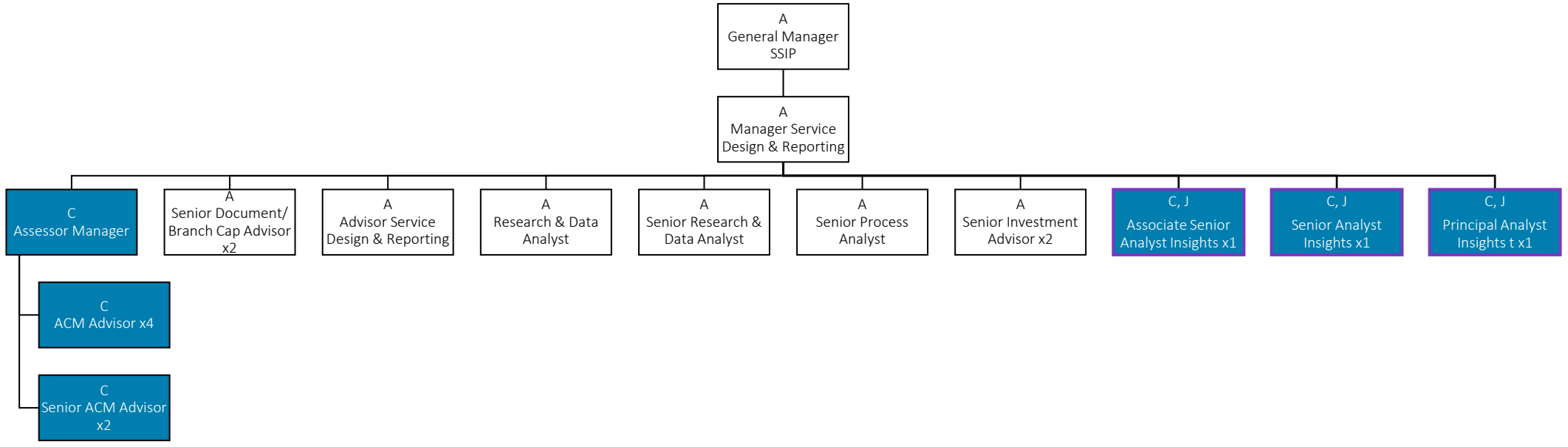
Confirmed structure – Science System and Investment Performance



Confirmed structure – Science System and Investment Performance Service Design & Reporting

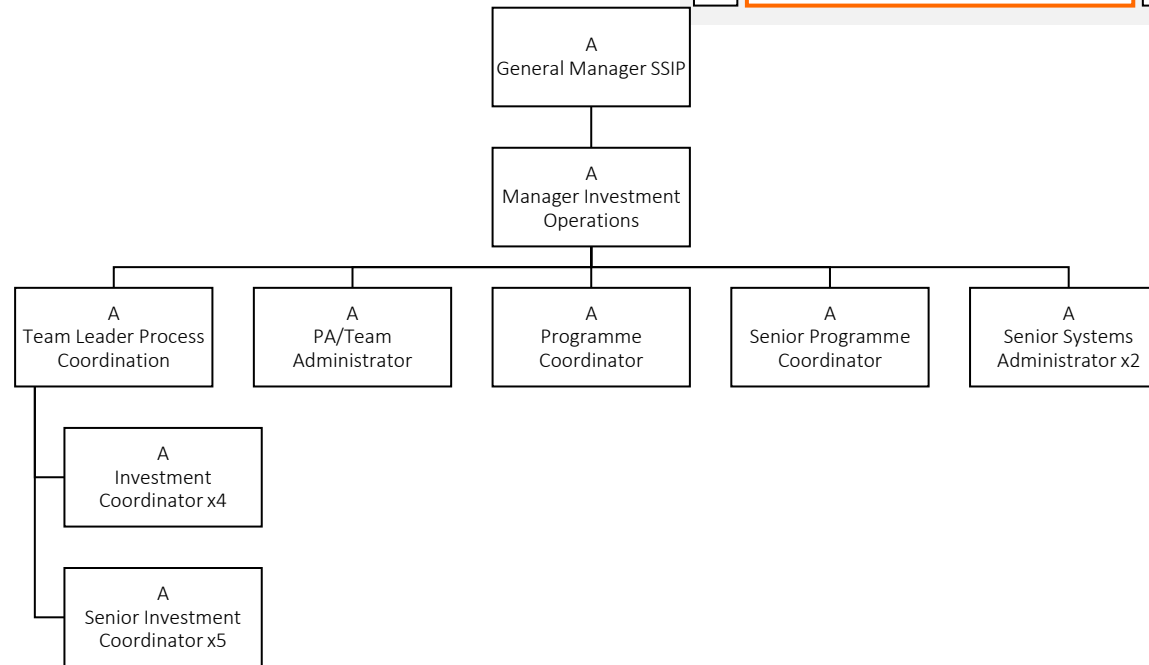
KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from DDI



Confirmed structure – Science System and Investment Performance Investment Operations

KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM



Proposal 5 - Consolidating labour market functions in Employment, Skills and Immigration Policy

Summary of changes proposed

As part of its 100-Day Plan, the Government stopped all work on an Income Insurance Scheme. The proposal confirmed the disestablishment and redeployment of the Income Insurance Policy team. To give effect to the redeployment, the proposal shifted the reporting line of two roles within the Employment, Skills and Immigration Policy branch, and moved two Senior Policy Advisors to other branches within Labour, Science and Enterprise.

The proposal also set out to consolidate some of the labour market functions MBIE provides into LSE by moving the Sectoral Workforce Engagement Programme team from Kānoa to ESIP. This brings together the various functions MBIE provides to support the Minister of Social Development and Employment into a single branch. It enables us to make better connections across that portfolio and provide a more joined up perspective to the Minister.

The following changes were proposed to deliver on this kaupapa:

1. The Income Insurance Policy team will be disbanded, and the Manager and vacant PA / Team Administrator roles disestablished. Team members will be redeployed across Employment, Skills and Immigration Policy, Workplace Relations and Safety Policy, and Science and Technology.
2. The reporting line for one PA/Team Administrator in the International & Humanitarian Immigration will change.
3. The Programme Director, Sector Workforce Engagement Programme in Kānoa would change reporting lines to report to the GM, Employment, Skills and

Immigration Policy. All reporting lines within the Sector Workforce Engagement Programme would remain unaffected

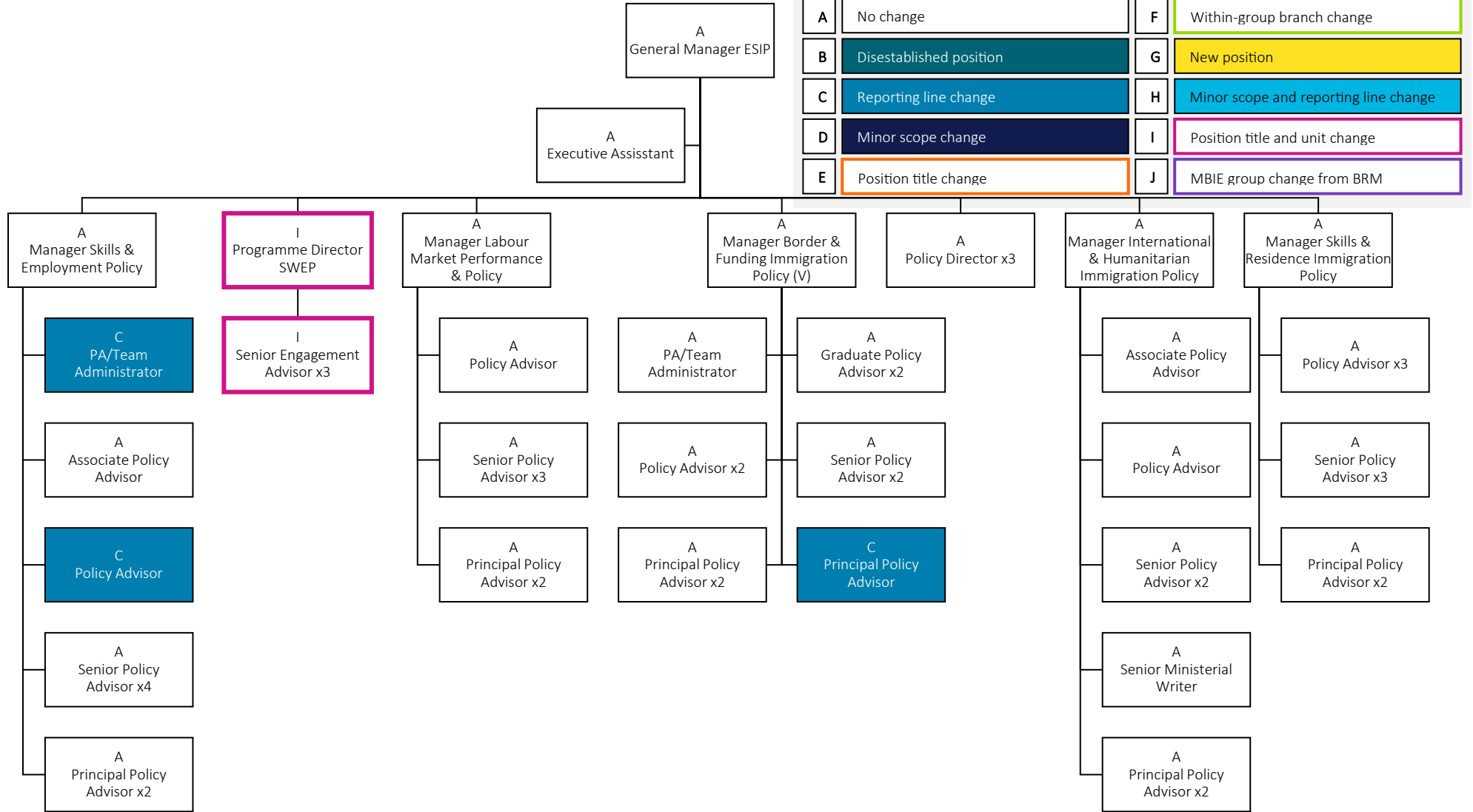
Your feedback on Proposal 5

There was no specific feedback received about Proposal 5.

Confirmed changes

1. The Income Insurance Policy team will be disbanded, and the Manager and vacant PA / Team Administrator roles disestablished. Team members will be redeployed across Employment, Skills and Immigration Policy, Workplace Relations and Safety Policy, and Science and Technology.
2. The reporting line for 1 PA/Team Administrator in the International & Humanitarian Immigration team will change.
3. The Programme Director, Sector Workforce Engagement Programme in Kānoa will change reporting lines to report to the GM, Employment, Skills and Immigration Policy. All reporting lines within the Sector Workforce Engagement Programme will remain unaffected.

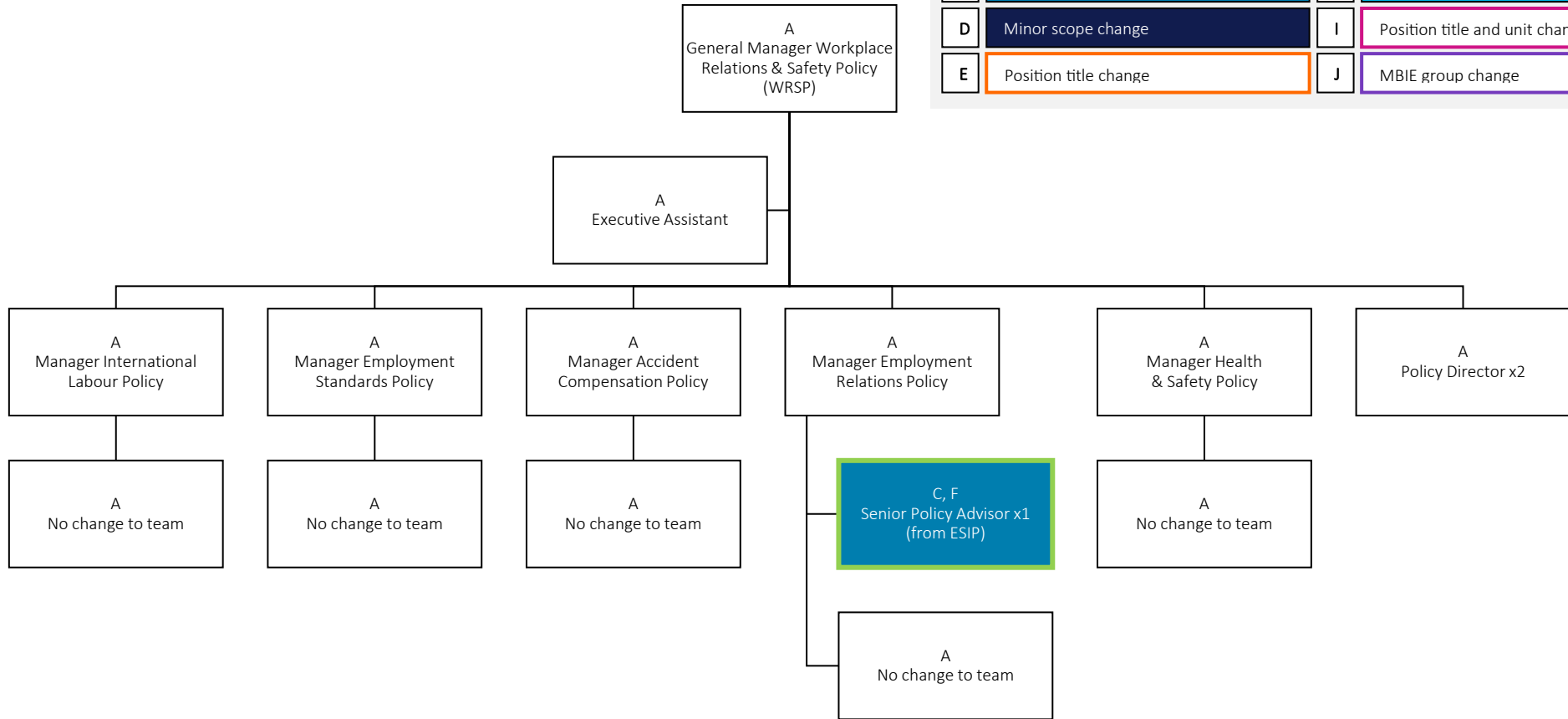
Confirmed structure – Employment, Skills and Immigration Policy



Confirmed structure – Workplace Relations and Safety Policy

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change



Proposal 6 - Establish a Team Leader Ministerial Services in the Office of the Deputy Secretary

Summary of changes proposed

This proposal sought to ensure the Office of the Deputy Secretary is well-placed to support LSE over the next few years. The proposed changes respond to a new Government with changing priorities and a significant work programme to deliver, enabling greater capacity for MBIE-wide process and approaches, a desire by the LSE Leadership Team to provide a supportive and interesting environment for kaimahi. The changes look to enable a greater focus on achieving efficiencies by centralising LSE-wide Ministerial Servicing functions across LSE.

The proposal establishes a Team Leader Ministerial Services role to reflect an in-principle decision by LSE's Leadership Team to centralise LSE Ministerial servicing. The change is designed to ensure well managed functions, manageable spans of control, and sufficient agility so that the team can respond to changing priorities.

The following changes were proposed to deliver on this kaupapa:

1. A new Team Leader position to be created to support an in-principle decision by LSE's Leadership Team to centralise LSE's OIA and Ministerial correspondence functions in the Office of Deputy Secretary. This team would include 4 Ministerial Services Advisors, and 1 Senior Business Advisor (Fixed Term). The reporting line for these kaimahi would change.
2. The title of the Business Manager role would be renamed to Manager Business Services and the scope of the role would change to provide enhanced focus on business management functions.
3. The vacant Flexi-PA/Team Administrator role under the Business Manager would be disestablished.

Your feedback on Proposal 6

The following table summarises feedback we received about Proposal 6 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes	Response	
<p>Establishment of a Team Leader Ministerial Services</p>	<ul style="list-style-type: none"> • Establishment of Team Leader Ministerial Services role: There's recognition of the merit in establishing a Team Leader Ministerial Services role. This role would help in managing high levels of scrutiny faced by various teams across LSE, including OIA requests, media enquiries, and Ministerial requests. Centralising these responsibilities under a dedicated team leader is seen as a way to ensure consistency and scalability in handling such requests. • Alternative proposal for Ministerial Services: Instead of creating new leadership positions, an alternative proposal suggests adding a Principal Ministerial Services Advisor role to the Ministerial Services team. This would avoid the risks associated with creating new positions and could effectively meet the objectives of centralising Official Information Act requests. The proposed Team Leader role is seen as insufficient in terms of both resource allocation and management expertise for effectively managing the team. • Uncertainty in management structure expansion: Concerns are raised about creating an additional manager role at a time when others across MBIE and wider government are consolidating. Creating new leadership positions amidst uncertainty about future cost-cutting measures creates risk. 	<ul style="list-style-type: none"> • The proposal to establish a Team Leader Ministerial Services role is confirmed to support the in-principle decision to centralise OIA requests and Ministerial correspondence across LSE. We will transition to centralised Ministerial Services once the Team Leader role has been recruited and at the point the function can be resourced. Centralising OIA requests will be the first priority. • We considered this alternative proposal and on balance have considered that a Team Leader Ministerial Services role will provide leadership for change to a centrally run model and additional resourcing in the team. Increasing the number of Advisors in the team would have led to an increased span of control for the Business Manager at a time when we are looking at centralising this function. • This concern is acknowledged. In order to centralise OIAs and Ministerial correspondence in LSE, we considered that more leadership will be required and adding additional resource to the team without this will lead to span of control issues. The introduction of a Team Leader will increase the level of resourcing in the Ministerial Services Team, and it is one of the reasons a Team Leader position is preferable.
<p>Centralisation of OIAs and Ministerial Correspondence in LSE</p>	<ul style="list-style-type: none"> • Benefits of centralisation: There's strong support for centralising Official Information Act (OIA) and Ministerial correspondence within the proposed structure. This centralisation is seen as 	<ul style="list-style-type: none"> • The decision to centralise is confirmed in-principle. We will transition to this approach once the new Team Leader is recruited and at the point the team has sufficient resourcing.

Feedback themes		Response
	<p>beneficial for providing greater support to teams across the branches.</p> <ul style="list-style-type: none"> • Importance of connection with subject matter experts: There's support for the centrally coordinated Ministerial Services model, but it's noted that success depends on carefully balancing inputs between subject experts and the Ministerial Services team. Ensuring clarity in roles, responsibilities and deadlines is crucial for effective implementation. 	<ul style="list-style-type: none"> • We agree – we will still need input of subject matter experts. Having a consistent approach and process run by the Ministerial Services Team should lead to greater efficiencies and consistency of practice. Providing clarity in roles and responsibilities will be considered as part of the implementation approach.

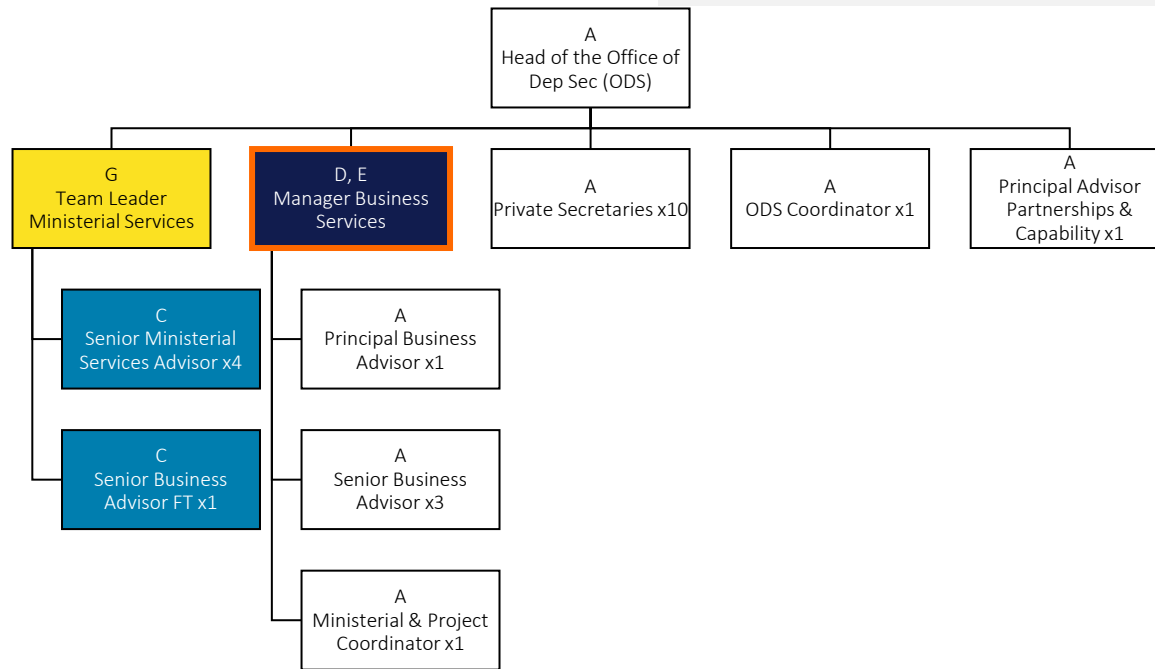
Confirmed changes

As a result of feedback, the following changes have been confirmed to the Office of the Deputy Secretary Proposal:

1. Establish a Team Leader Ministerial Services role
2. Change the title and scope of the Business Manager role to Manager Business Services
3. Disestablish the vacant Flexi-PA/Team Administrator.

Confirmed structure – Office of the Deputy Secretary LSE

KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	MBIE group change from BRM



Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished (excluding vacancies)	10
Number of vacant positions to be disestablished (including 26 VR)	63
Number of new positions	9
Number of positions with minor changes such as minor scope, reporting line, branch etc.	189
Number of positions transferring from LSE to BRM	16
Number of positions transferring in from BRM to LSE	7
Number of positions transferring in from Kānoa to LSE	4
Number of positions transferring in from DDI to LSE	24

New positions

Position title	Branch	Reporting Line	Status	Confirmed salary band
1. General Manager Science & Space	Science & Space	Deputy Secretary Labour Science and Enterprise	Permanent	23F
2. Chief Advisor Science System	Science & Space	General Manager Science & Space	Fixed term	TBC

Position title	Branch	Reporting Line	Status	Confirmed salary band
3. Manager Science Sector Policy	Science & Space	General Manager Science & Space	Permanent	20F
4. General Manager Technology & Innovation	Technology & Innovation (T&I)	Deputy Secretary Labour Science and Enterprise	Permanent	23F
5. Manager Biotech Policy & Regulation	Technology & Innovation (T&I)	General Manager Technology & Innovation	Permanent	20F
6. Manager Economic Development Policy	Economic Development & Tourism	General Manager Economic Development & Tourism	Permanent	20F
7. General Manager Economic Development & Tourism	Economic Development & Tourism	Deputy Secretary Labour Science and Enterprise	Permanent	23F
8. Team Leader Ministerial Services	Office of the Deputy Secretary Labour, Science and Enterprise	Head of the Office of the Deputy Secretary, LSE	Permanent	TBC
9. Investment Manager / Senior Investment Manager	Science System Investment and Performance	Manager Specialised Investments	Permanent	S / V

Disestablished positions (excluding vacancies)

Position title	Branch	Team
1. General Manager Economic Development and Transitions	Economic Development and Transitions	
2. General Manager Science, Innovation and International	Science, Innovation and International	
3. General Manager Tourism	Tourism	
4. General Manager Future Research System	Future Research System	
5. Policy Director (Fixed Term)	Future Research System	

Position title	Branch	Team
6. Manager Enterprise Policy	Economic Development and Transitions	Enterprise Policy
7. Manager Industry Policy	Economic Development and Transitions	Industry Policy
8. Manager Just Transitions	Economic Development and Transitions	Just Transitions
9. Manager Trade and International	Science, Innovation and International	Trade and International
10. Director Innovative Partnerships	Science, Innovation and International	Innovative Partnerships

Reconfirmed with minor changes

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
1. Executive Assistant	Change in branch / team	EDT		T&I	General Manager's Office
2. Policy Director	Change of reporting line	EDT		T&I	GM's Office T&I
3. Policy Director	Change in reporting line	EDT		EDT	GM's Office - Economic Development & Tourism
4. Manager EDT Policy Projects	Change of reporting line	EDT	EDT Policy Projects	T&I	Technology & Innovation Policy Programmes
5. Programme Manager	Change in branch / team	EDT	EDT Policy Projects	T&I	Technology & Innovation Policy Programmes
6. Project Coordinator	Change in reporting line, group & branch	EDT	EDT Policy Projects	C, C & B - BRM	Small Business and Manufacturing Policy
7. Project Coordinator	Change in branch / team	EDT	EDT Policy Projects	T&I	Technology & Innovation Policy Programmes
8. Project Coordinator	Change in branch / team	EDT	EDT Policy Projects	T&I	Technology & Innovation Policy Programmes
9. Associate Policy Advisor	Change in reporting line	EDT	Enterprise Policy	EDT	Tourism Environment and Economy
10. Policy Advisor	Change in reporting line	EDT	Enterprise Policy	EDT	Economic Development Policy
11. Principal Policy Advisor	Change of reporting line	EDT	Enterprise Policy	T&I	Biotechnology Policy and Regulation

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
12. Principal Policy Advisor	Change in reporting line	EDT	Enterprise Policy	EDT	Economic Development Policy
13. Senior Policy Advisor	Change of reporting line	EDT	Enterprise Policy	T&I	Biotechnology Policy and Regulation
14. Senior Policy Advisor	Change in reporting line	EDT	Enterprise Policy	EDT	Tourism Environment and Economy
15. Associate Policy Advisor	Change in reporting line	EDT	Industry Policy	EDT	Tourism Stewardship & Systems
16. Graduate Policy Advisor	Change in reporting line, group & branch	EDT	Industry Policy	C, C & B - BRM	Small Business and Manufacturing Policy
17. Policy Advisor	Change in reporting line, group & branch	EDT	Industry Policy	C, C & B - BRM	Small Business and Manufacturing Policy
18. Principal Policy Advisor	Change in reporting line, group & branch	EDT	Industry Policy	C, C & B - BRM	Small Business and Manufacturing Policy
19. Principal Policy Advisor	Change of reporting line	EDT	Industry Policy	T&I	Biotechnology Policy and Regulation
20. Senior Policy Advisor	Change of reporting line	EDT	Industry Policy	T&I	Biotechnology Policy and Regulation
21. Senior Policy Advisor	Change of reporting line	EDT	Industry Policy	T&I	Innovation Policy
22. Senior Policy Advisor	Change in reporting line	EDT	Industry Policy	EDT	Economic Development Policy
23. Senior Policy Advisor	Change of reporting line	EDT	Industry Policy	EDT	Economic Development Policy
24. Graduate Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
25. Manager Investment Policy	Change of reporting line	EDT	Investment Policy	T&I	Investment Policy
26. PA/Team Administrator	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
27. Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
28. Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
29. Principal Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
30. Principal Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
31. Senior Policy Advisor	Change of reporting line	EDT	Investment Policy	T&I	Innovation Policy
32. Senior Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
33. Senior Policy Advisor	Change in branch / team	EDT	Investment Policy	T&I	Investment Policy
34. PA/Team Administrator	Change in reporting line	EDT	Just Transitions	EDT	Major Events
35. Policy Advisor	Change in reporting line	EDT	Just Transitions	EDT	Economic Development Policy
36. Principal Advisor	Change in reporting line	EDT	Just Transitions	EDT	Economic Development Policy
37. Principal Policy Advisor	Change in reporting line	EDT	Just Transitions	EDT	Economic Development Policy
38. Senior Policy Advisor	Change in reporting line	EDT	Just Transitions	EDT	Destinations and Regional Economies
39. Senior Policy Advisor	Change in reporting line	EDT	Just Transitions	EDT	Tourism Stewardship & Systems
40. Senior Programme Coordinator	Change in reporting line	EDT	Just Transitions	T&I	Technology & Innovation Policy Programmes
41. PA /Team Administrator	Change in reporting line	ESIP	Immig. Policy, Interntl Humanitarian		Skills and Employment Policy
42. Policy Advisor	Change in reporting line	ESIP	Income Insurance Policy		Skills and Employment Policy
43. Principal Policy Advisor	Change in reporting line	ESIP	Income Insurance Policy		Immigration Border and Funding Policy
44. Principal Policy Advisor	Change in reporting line	ESIP	Income Insurance Policy	T&I	Biotechnology Policy and Regulation
45. Senior Policy Advisor	Change in reporting line	ESIP	Income Insurance Policy		Employment Relations Policy
46. Senior Policy Advisor	Change in reporting line	ESIP	Skills & Employmt Policy		Immigration Border and Funding Policy
47. Policy Advisor	Change in reporting line	FRS		SSB	Science System Policy
48. Principal Policy Advisor	Change in reporting line	FRS		SSB	Science Sector Policy
49. Principal Policy Advisor	Change in reporting line	FRS		SSB	Science Sector Policy
50. Principal Policy Advisor	Change in reporting line	FRS		SSB	Science Sector Policy
51. Principal Policy Advisor	Change in reporting line	FRS		SSB	Science System Policy
52. Senior Policy Advisor	Change in reporting line	FRS		SSB	Science Sector Policy

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
53. Senior Policy Advisor	Change in reporting line	FRS		T&I	Biotechnology Policy and Regulation
54. Senior Policy Advisor	Change in reporting line	FRS		T&I	Biotechnology Policy and Regulation
55. Associate Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
56. Manager Science Policy	Title Change	FRS	Science Policy	SSB	Science System Policy
57. PA/Team Administrator	Change in reporting line	FRS	Science Policy	SSB	Science Sector Policy
58. Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science Sector Policy
59. Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
60. Principal Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science Sector Policy
61. Principal Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
62. Principal Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
63. Principal Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Space Policy & Sector Development
64. Senior Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science Sector Policy
65. Senior Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
66. Senior Policy Advisor	Change in reporting line	FRS	Science Policy	SSB	Science System Policy
67. Business Manager (LSE)	Minor scope change and title change	ODS	Business Management		Business Services
68. Ministerial and Project Coordinator	Change in team name	ODS	Business Management		Business Services
69. Principal Business Advisor	Change in team name	ODS	Business Management		Business Services
70. Senior Business Advisor	Change in team name	ODS	Business Management		Business Services
71. Senior Business Advisor	Change in team name	ODS	Business Management		Business Services
72. Senior Business Advisor	Change in team name	ODS	Business Management		Business Services

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
73. Senior Business Advisor (fixed term)	Change in reporting line	ODS	Business Management		Ministerial Services
74. Senior Ministerial Services Advisor	Change in reporting line	ODS	Business Management		Ministerial Services
75. Senior Ministerial Services Advisor	Change in reporting line	ODS	Business Management		Ministerial Services
76. Senior Ministerial Services Advisor	Change in reporting line	ODS	Business Management		Ministerial Services
77. Senior Ministerial Services Advisor	Change in reporting line	ODS	Business Management		Ministerial Services
78. Chief Science Advisor	Change in branch (functional only)	SSIP		SSB	
79. Departmental Science Advisor	Change in branch (functional only)	SSIP		SSB	
80. Departmental Science Advisor	Change in branch (functional only)	SSIP		SSB	
81. Executive Officer	Change in branch (functional only)	SSIP		SSB	
82. Science Advisor (ext sec)	Change in branch (functional only)	SSIP		SSB	
83. Senior Policy Advisor	Change in branch (functional only)	SSIP		SSB	
84. Assessment and Contract Monitoring Advisor	Change in team	SSIP	Investment Operations		Service Design and Reporting
85. Assessment and Contract Monitoring Advisor	Change in team	SSIP	Investment Operations		Service Design and Reporting
86. Assessment and Contract Monitoring Advisor	Change in team	SSIP	Investment Operations		Service Design and Reporting
87. Assessment and Contract Monitoring Advisor	Change in team	SSIP	Investment Operations		Service Design and Reporting
88. Assessor Manager	Change of reporting line	SSIP	Investment Operations		Service Design and Reporting
89. Senior Assessment and Contract Monitoring Advisor	Change in team	SSIP	Investment Operations		Service Design and Reporting

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
90. Senior Assessment and Contract Monitoring Advisor	Change of reporting line	SSIP	Investment Operations		Service Design and Reporting
91. Senior Investment Manager	Change of reporting line	SSIP	Specialised Investments		Strategic Investments
92. Senior Investment Manager	Change of reporting line	SSIP	Specialised Investments		Strategic Investments
93. Investment Manager	Change of reporting line	SSIP	Strategic Investments		Contestable
94. Principal Investment Manager - Māori Research	Change of reporting line	SSIP	Strategic Investments		Contestable
95. Executive Assistant	Change in reporting line	SII		SSB	GM's office - Science & Space
96. Policy Director	Change in reporting line	SII		SSB	GM's office - Science & Space
97. Policy Director	Change in reporting line	SII		SSB	GM's office - Science & Space
98. Policy Director - Emerging Technologies	Change in reporting line	SII		T&I	GM's office - Technology and Innovation
99. Principal Policy Advisor	Change in reporting line	SII		T&I	Biotechnology Policy and Regulation
100. Associate Policy Advisor	Change in branch / team	SII	Innovation Policy	T&I	Innovation Policy
101. Graduate Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Innovation Policy
102. PA/Team Administrator	Change in branch / team	SII	Innovation Policy	T&I	Innovation Policy
103. Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Biotechnology Policy and Regulation
104. Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Innovation Policy
105. Principal Advisor – RDTI Operations Lead	Change in branch / team	SII	Innovation Policy	T&I	Innovation Policy
106. Principal Policy Advisor	Change in branch / team	SII	Innovation Policy	T&I	Digital Futures Policy
107. Principal Policy Advisor	Change in branch / team	SII	Innovation Policy	T&I	Innovation Policy
108. Principal Policy Advisor	Change in branch / team	SII	Innovation Policy	T&I	Innovation Policy
109. Senior Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Digital Futures Policy

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
110. Senior Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Innovation Policy
111. Senior Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Innovation Policy
112. Senior Policy Advisor	Change in reporting line	SII	Innovation Policy	T&I	Innovation Policy
113. Policy Advisor	Change in reporting line	SII	Innovative Partnerships	SSB	Space Policy & Sector Development
114. Programme Coordinator	Change in reporting line	SII	Innovative Partnerships	SSB	Space Policy & Sector Development
115. Senior Policy Advisor	Change in reporting line	SII	Innovative Partnerships	SSB	Space Policy & Sector Development
116. Administrator (Science and Innovation)	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
117. Counsellor Brussels	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
118. Counsellor China	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
119. Counsellor USA	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
120. Manager, International Science Partnerships	Change in reporting line	SII	Intl Science Partnerships	SSB	International Science Partnerships
121. Policy Advisor	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
122. Principal Policy Advisor	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
123. Programme Coordinator	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
124. Programme Manager	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
125. Senior Policy Advisor	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
126. Senior Policy Advisor	Change in branch	SII	Intl Science Partnerships	SSB	International Science Partnerships
127. Manager Space Policy and Sector Development	Change in reporting line	SII	Space Policy & Sector Development	SSB	Space Policy & Sector Development
128. Policy Advisor	Change in branch	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
129. Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
130. Policy Team Leader	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
131. Principal Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
132. Senior Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
133. Senior Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
134. Senior Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
135. Senior Policy Advisor	Change in branch / team	SII	Space Policy and Sector Development	SSB	Space Policy & Sector Development
136. Senior Advisor, Operational Policy	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
137. Senior Advisor, Operational Policy	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
138. Senior Technical Advisor	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
139. Senior Technical Advisor	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
140. Space Activities Advisor	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
141. Space Activities Advisor	Change in branch	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
142. Team Leader – Space Regulatory Systems	Change in reporting line	SII	Space Regulatory Systems	SSB	Space Regulatory Systems
143. Associate Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
144. Graduate Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
145. Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
146. Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
147. Principal Analyst, Trade Remedies	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
148. Principal Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
149. Principal Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
150. Senior Policy Advisor	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
151. Team Leader - Trade and Regulatory Co-Operation	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
152. Team Leader - Trade Remedies	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
153. Trade Remedies Analyst	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
154. Trade Remedies Analyst	Change in group and branch	SII	Trade and International	C I & T - BRM	Trade & Supply Chains
155. Senior Policy Advisor	Change in reporting line	SII		T&I	Biotechnology Policy and Regulation
156. Executive Assistant	Change in reporting line	Tourism		EDT	GM's Office - Economic Development & Tourism
157. Policy Director	Change in reporting line	Tourism		EDT	GM's Office - Economic Development & Tourism
158. Policy Director	Change in reporting line	Tourism		EDT	GM's Office - Economic Development & Tourism
159. Investment Coordinator	Change in branch	Tourism	Investment Management Performance	EDT	Investment Management Performance
160. Manager Investment Management Performance	Change in reporting line	Tourism	Investment Management Performance	EDT	Investment Management Performance
161. Principal Investment Advisor	Change in branch	Tourism	Investment Management Performance	EDT	Investment Management Performance

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
162. Principal Investment Advisor	Change in branch	Tourism	Investment Management Performance	EDT	Investment Management Performance
163. Senior Investment Advisor	Change in branch	Tourism	Investment Management Performance	EDT	Investment Management Performance
164. Senior Investment Advisor	Change in branch	Tourism	Investment Management Performance	EDT	Investment Management Performance
165. Advisor	Change in branch	Tourism	Major Events	EDT	Major Events
166. Advisor	Change in branch	Tourism	Major Events	EDT	Major Events
167. Manager Major Events	Change in reporting line	Tourism	Major Events	EDT	Major Events
168. Principal Advisor	Change in branch	Tourism	Major Events	EDT	Major Events
169. Senior Advisor	Change in branch	Tourism	Major Events	EDT	Major Events
170. Senior Advisor	Change in branch	Tourism	Major Events	EDT	Major Events
171. Manager Tourism Communities and Regions	Change in reporting line	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
172. Policy Advisor	Change in branch and team name	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
173. Principal Advisor	Change in branch and team name	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
174. Senior Advisor	Change in branch and team name	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
175. Senior Advisor	Change in branch and team name	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
176. Senior Policy Advisor	Change in branch and team name	Tourism	Tourism Communities and Regions	EDT	Destinations and Regional Economies
177. Manager Tourism Environment and Economy	Change in reporting line	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy

Position title	Description of Change	Current Branch	Current Team	New Branch	New Team
178. Policy Advisor	Change in branch	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy
179. Principal Policy Advisor	Change in branch	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy
180. Senior Policy Advisor	Change in branch	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy
181. Senior Policy Advisor	Change in branch	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy
182. Senior Policy Advisor	Change in branch	Tourism	Tourism Environment and Economy	EDT	Tourism Environment and Economy
183. Manager Tourism Stewardship and Systems	Change in reporting line	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
184. PA/Team Administrator	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
185. Policy Advisor	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
186. Policy Advisor	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
187. Policy Advisor	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
188. Principal Policy Advisor	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems
189. Principal Policy Advisor	Change in branch	Tourism	Tourism Stewardship and Systems	EDT	Tourism Stewardship & Systems

Disestablished positions (vacant / VR)

Position title	Branch	Team
1. Programme Manager	Economic Development and Transitions	EDT Policy Projects
2. Programme Manager, Industry Transformation Plans	Economic Development and Transitions	EDT Policy Projects
3. Policy Director, Flood & Cyclone Recovery Programme	Economic Development and Transitions	Flood & Cyclone Recovery Programme
4. Principal Policy Advisor, Flood & Cyclone Recovery Programme	Economic Development and Transitions	Flood & Cyclone Recovery Programme
5. Policy Advisor	Economic Development and Transitions	Investment Policy
6. Senior Policy Advisor	Economic Development and Transitions	Investment Policy
7. Policy Advisor	Economic Development and Transitions	Just Transitions
8. Policy Advisor	Economic Development and Transitions	Just Transitions
9. Principal Advisor – Regional Hydrogen Transition	Economic Development and Transitions	Just Transitions
10. Senior Advisor	Economic Development and Transitions	Just Transitions
11. Senior Advisor	Economic Development and Transitions	Just Transitions
12. Senior Advisor – Regional Hydrogen Transition	Economic Development and Transitions	Just Transitions
13. Team Leader – Regional Hydrogen Transition	Economic Development and Transitions	Just Transitions
14. Senior Policy Advisor	Employment, Skills and Immigration Policy	Immigration Border and Funding

Position title	Branch	Team
15. Senior Policy Advisor	Employment, Skills and Immigration Policy	Immigration Policy Skills Residence
16. Senior Policy Advisor	Employment, Skills and Immigration Policy	Immigration Policy Skills Residence
17. PA/Team Administrator	Employment, Skills and Immigration Policy	Income Insurance Policy
18. Principal Policy Advisor	Employment, Skills and Immigration Policy	Labour Market Performance and Policy
19. Principal Policy Advisor	Employment, Skills and Immigration Policy	Skills and Employment Policy
20. Executive Assistant	Future Research System	
21. PA/Team Administrator	Future Research System	
22. Policy Advisor	Future Research System	
23. Principal Advisor	Future Research System	
24. Senior Advisor ODS	Office of the Deputy Secretary Labour, Science and Enterprise	
25. PA/Team Administrator - Flexi	Office of the Deputy Secretary Labour, Science and Enterprise	Business Management
26. Investment Manager	Science System Investment and Performance	Contestable Investments
27. Assessment and Contract Monitoring Advisor	Science System Investment and Performance	Investment Operations
28. Senior Investment Manager	Science System Investment and Performance	Specialised Investments
29. Investment Manager	Science System Investment and Performance	Strategic Investments

Position title	Branch	Team
30. Senior Investment Manager	Science System Investment and Performance	Strategic Investments
31. Principal Policy Advisor, Flood & Cyclone Recovery Programme	Science, Innovation and International	Flood & Cyclone Recovery Policy Team
32. Senior Policy Advisor, Flood & Cyclone Recovery Programme	Science, Innovation and International	Flood & Cyclone Recovery Policy Team
33. Team Leader - Innovation Strategy	Science, Innovation and International	Innovation Policy
34. Team Leader - Innovation Systems	Science, Innovation and International	Innovation Policy
35. Policy Advisor	Science, Innovation and International	Innovative Partnerships
36. Policy Advisor	Science, Innovation and International	Innovative Partnerships
37. Principal Policy Advisor	Science, Innovation and International	Innovative Partnerships
38. Strategic Partnership Manager	Science, Innovation and International	Innovative Partnerships
39. Policy Advisor	Science, Innovation and International	International Science Partnerships
40. Principal Policy Advisor	Science, Innovation and International	International Science Partnerships
41. PA/Team Administrator	Science, Innovation and International	Space Policy and Sector Development
42. Principal Policy Advisor	Science, Innovation and International	Space Policy and Sector Development
43. Principal Policy Advisor	Science, Innovation and International	Space Policy and Sector Development
44. Senior Policy Advisor	Science, Innovation and International	Space Policy and Sector Development

Position title	Branch	Team
45. Administration Coordinator	Science, Innovation and International	Trade and International
46. Senior Policy Advisor	Science, Innovation and International	Trade and International
47. Senior Investment Advisor	Tourism	Investment Management Performance
48. PA/Team Administrator	Tourism	Major Events
49. Senior Advisor	Tourism	Major Events
50. Policy Advisor	Tourism	Tourism Environment and Economy
51. Principal Policy Advisor	Tourism	Tourism Environment and Economy
52. Principal Policy Advisor	Tourism	Tourism Stewardship and Systems
53. Senior Policy Advisor	Tourism	Tourism Stewardship and Systems
54. PA/Team Administrator	Workplace Relations and Safety Policy	Employment Relations Policy
55. Senior Policy Advisor	Workplace Relations and Safety Policy	Employment Relations Policy
56. Senior Policy Advisor	Workplace Relations and Safety Policy	Employment Standards Policy
57. Policy Advisor	Workplace Relations and Safety Policy	Health and Safety Policy
58. Senior Policy Advisor	Workplace Relations and Safety Policy	Health and Safety Policy
59. Senior Policy Advisor	Workplace Relations and Safety Policy	Health and Safety Policy

Position title	Branch	Team
60. Graduate Policy Advisor	Workplace Relations and Safety Policy	International Labour Policy
61. Policy Advisor	Workplace Relations and Safety Policy	International Labour Policy
62. Principal Policy Advisor	Workplace Relations and Safety Policy	International Labour Policy
63. Senior Policy Advisor	Workplace Relations and Safety Policy	International Labour Policy

Appendix 1: Confirmed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

As part of the consultation process your substantive position may be “reconfirmed”. In these circumstances your substantive position in the new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include change in reporting line, title, and/or a minor change in work content.

For reconfirmation to apply:

- The position description you are being reconfirmed into is the same (or substantially the same) as what you currently do, and
- Salary and other terms and conditions for the position are no less favourable, and
- Location of the position is in the same local area (note: this doesn’t necessarily mean the same building and/or the same street).

If your substantive position is reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

Affected status

You would have affected status if, after final decisions are confirmed, your substantive position is disestablished, and you are not reconfirmed in a position. Please note that you will not be considered affected if your substantive position is confirmed as having

a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

Reassignment

As part of the final decisions, you may be “directly reassigned”. In these circumstances we are proposing to directly reassign you into a different but comparatively similar role.

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties is not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, and the potential for retraining on any new or unfamiliar aspects of the position; and
- The salary and other terms and conditions for the position are no less favourable; and
- Location of the position is in the same local area (note: this doesn’t necessarily mean the same building and/or the same street).

If you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly reassigned into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to contestable reassignment via an Expression of Interest (EOI) process.

In this situation we will use a contestable selection process to determine who is the best fit for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by change via an EOI process.

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and final decisions along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

Selection and recruitment timeline

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

Kaimahi will continue in their temporary positions until the end of the term currently in place unless otherwise advised.

Casual and fixed-term employees

Casual and fixed-term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed-term employees would then be able to apply.

Appendix 2: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. You can talk to your People Leader, colleagues and/or union representative or the People and Culture team.

Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service

Learning support options

Focusing on your personal growth and development is a helpful way to direct your attention during times of change and uncertainty – to reinforce your skills and explore career interests.

There are plenty of resources and directories to explore within MBIE, including:

- [Learn@MBIE](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- [MBIE's library](#) – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- You can also reach out to People & Culture to discuss your development interests.

Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.