



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Building & Tenancy

## Earthquake-Prone Building Support Service

### Proposal for Change

April 2024

# Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government, we have been focused on supporting our Ministers in respect of the 100-day plan, Mini-Budget, and Coalition agreements – which have resulted in some impacts to our work programmes and priorities.

Over the last few months, the Senior Leadership Team and I have been working on how best to position MBIE to support the Government's priorities, including how we operate in a tighter financial environment. This has included reviewing our programmes of work, our financial position, and the size and capability of our workforce.

As you know, we have been working towards a savings target of 7.5 percent across our departmental and non-departmental funding. We now need to shift our focus to identify opportunities to streamline, do things differently in some areas, and in some cases stop programmes of work. Offering a limited voluntary redundancy option to some people at MBIE was one example of a change which resulted in an opportunity to help us move towards meeting our fiscal target in a managed way.

Now that the Government has completed its first 100-day plan, there is a shift of focus to medium-term planning. While we can expect to move forward with more certainty as the Government's priorities become clearer, we also expect that there will be ongoing change for us at MBIE.

Positioning ourselves with flexibility to respond to future demands is something we have been working on as an organisation for some time, by bringing together like functions and teams; better utilising the skills, experience, and capabilities of our people; and automating processes to enable us to place greater focus on delivering for the people we serve. We will continue this approach as we move

forward in our support of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

The dynamic nature of MBIE and the work that we have supported over recent years means that we are no strangers to change. As I and our senior leadership team have been signalling in recent months, we will continue to adapt as needed.

I do not want to minimise the impact or challenges that change can present. I'm aware that change is being felt across New Zealand. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga, and with a focus on Pae Kahurangi | building our future.

I ask that during this period you prioritise being kind to yourself, your hoamahi (colleagues), and seek support from the offerings available to you at MBIE – including regular check-ins with your people leader.

I am incredibly grateful for the work that has been done by many of our MBIE people to support the advice and options we have provided our Ministers ahead of the Budget 2024 process as well as those of you who have continued to provide and deliver services for New Zealanders every day.

Thank you for the work that you do.

Ngā mihi nui

**Carolyn Tremain**

Secretary for Business, Innovation and Employment, and Chief Executive  
Te Tumu Whakarae mō Hīkina Whakatutuki

# Introduction from GM Building & Tenancy

Kia ora koutou,

Over the last few months, MBIE has been highly focused on supporting the Government in respect of its 100-day plan, Mini Budget, and Coalition Agreements. These activities have focused on how our organisation can operate in a tighter fiscal environment. Part of operating in this environment will mean doing things differently, including looking at how we can deliver our regulatory and service delivery functions in more efficient and effective ways to achieve savings and continue to serve our customers.

On 11 April 2024, I released a consultation document proposing changes to the organisational structure of the Building & Tenancy (**B&T**) Branch. The changes outlined in that proposal provide us with opportunities to operate in a more cohesive and integrated manner; ensure that our team sizes and spans of leadership are appropriate; and more effectively deliver on the Te Whakatairanga Service Delivery goals of Kaitiakitanga (world class stewards of our systems, delivering services for the future) and Puāwaitanga (deliver the best possible value from our services and regulatory systems).

Since the launch of that document the Government has announced its decision to bring forward a review of the earthquake-prone building system and the way New Zealand manages seismic risk in existing buildings. As part of this decision, the Government has agreed to wind down the Earthquake-Prone Building Support Service pilot – administered by B&T’s Building System Delivery & Assurance team – by the end of June 2024. This decision necessitates some further changes to our organisational structure.

In developing this change proposal I have considered how to best realign the Building System Delivery & Assurance team structure to respond to the Government’ decision, while also ensuring appropriate spans of leadership and

that the team’s structure enables us to operate increasingly effectively as a regulator in the years ahead.

While a great deal of thought has gone into the changes outlined in this document, it is only a proposal. I genuinely want to hear your feedback and suggestions about how we can approach change in a way that delivers required efficiencies and savings and remains in the best interests of our people and the public we serve.

This proposal contains detail such as organisational charts to support you to understand the proposed changes, their potential impacts, and how they would be implemented. While I’ve worked to ensure that this proposal accurately reflects every position in our branch, there is a possibility that some details have been missed or appear inaccurate. Please escalate any errors you see so that we can check them and ensure the correct information is used for decision-making.

I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. Please consider what support you may need during the consultation process and discuss this with your people leader, remember to show kindness to your colleagues during this time, and ensure that you look at the range of support options available that are outlined later in this document.

Thank you again for your ongoing professionalism and commitment to making a difference for our customers. I look forward to your feedback.

Ngā mihi nui

**Ingrid Bayliss**

General Manager, Building & Tenancy

# Building & Tenancy Proposal for Change

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## How to read this document

This document outlines the proposed approach to implement the Government's decision to discontinue the Earthquake-Prone Building Support Service and provides a detailed organisational structure for your consideration and feedback.

### Scope of this change proposal

This consultation document outlines proposed changes within the Assurance and Monitoring function within the Building System Delivery & Assurance Team.

This consultation process is not about whether the Earthquake-Prone Building Support Service Pilot will end, but rather how we are proposing to implement the Government's decision by realigning the organisational structure of the Building System Delivery & Assurance team and outlining the potential impacts to employees.

This process is separate to the wider Building and Tenancy Branch Proposal for Change launched on 11 April 2024. Changes proposed under the wider Branch Proposal – available at [Building & Tenancy \(sharepoint.com\)](https://sharepoint.com) – are not captured within this document.

### Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team. Current and proposed organisational charts have been included to help demonstrate the impacts that proposed changes would have to the structure of your team. A summary table is included [later in this document](#) with more detail about proposed changes to individual positions.

In addition, all people who may be substantially impacted by the proposed change have already received a letter that outlines specific detail about their position and the proposed change process.

## Proposed change process

Find out more about MBIE's proposed change process in [Appendix 1](#). This determines how we classify the impact to our people, based on the proposed impacts to their position.

As part of this consultation process, you are invited to provide feedback on both the change proposals and the proposed change process.

### Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems as at 11 April 2024. If you notice any inconsistencies in the organisational structure represented, please advise your People Leader or email [BuildingandTenancyFeedback@mbie.govt.nz](mailto:BuildingandTenancyFeedback@mbie.govt.nz).

### Supporting our people through change

People will have a wide variety of feelings in relation to the proposed changes. Please remember to be respectful of each other's opinions and privacy. If you have further questions regarding this change proposal or your personal situation, have a conversation with your People Leader.

Further information on the support available is available in [Appendix 2](#).

## Providing feedback and indicative timeframes

Your feedback is important to the success of any changes we make and will be carefully considered. You have a unique perspective about how we work and what opportunities exist to improve customer experiences and excel at our mahi.

Your feedback can be at any level, from the high-level design to the impact on specific positions or the proposed implementation approach. Please reference the specific proposed change and/or proposal area you are giving feedback on.

Feedback can be provided individually or as a group and we welcome your input on this proposal for change, even if you may not be directly impacted by it. We encourage feedback on all aspects of the proposal. All feedback is important and will be carefully considered.

This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss your feedback.

MBIE recognises that feedback can be provided in formats other than written, and as such will enable verbal submissions upon request. This also includes where the PSA wishes to speak to their collective submission orally.

There are several ways for you to provide your feedback, including:

- A drop-in session over Teams on Tuesday 23 April 2024 where you will have the opportunity to ask any questions.
- Email feedback from individuals or groups – open for duration of consultation.

If you wish to provide your feedback via email, please send your feedback to: [BuildingandTenancyFeedback@mbie.govt.nz](mailto:BuildingandTenancyFeedback@mbie.govt.nz) by **Tuesday 30 April 2024**. If you wish to provide your feedback verbally, please email the consultation address and we will arrange a suitable time.

Once the consultation period has closed, all feedback will be carefully considered by Ingrid Bayliss, GM Building & Tenancy before final decisions are put forward to

Suzanne Stew, DCE Te Whakatairanga Service Delivery for approval. If the final decision is made to proceed, we will confirm the new structure and its impact on positions.

## Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Thursday 18 April 2024
Consultation closes	Tuesday 30 April 2024
Final decisions considered	Wednesday 1 May – Wednesday 8 May 2024
Final decisions announced	Thursday 9 May 2024
Implementation of new structure	By 24 June 2024

## Objectives of this Proposal

This change proposal aims to achieve the following objectives:

- Enable us to successfully deliver our statutory and regulatory stewardship responsibilities as effectively and efficiently as possible within the current environment of fiscal constraint.
- Better enable B&T to engage effectively with its sectors, partners, and stakeholders with a particular focus on putting customers at the centre of what we do.
- Strengthen our ability to take a cohesive and integrated approach across our regulatory systems and better enable us to identify gaps and make the most of opportunities.
- Ensure appropriate spans of leadership and team size.

- Strengthen our approach and response to the challenges across our regulatory systems.
- Future proof B&T to ensure we can deliver services now and in the future to meet changes in customer demand and expectations.
- Ensure appropriate business continuity and ensure duplication is not occurring across teams.
- Reduce operational costs where possible.

I welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

## Case for change

The Earthquake-Prone Building Support Service pilot was launched in 2023, providing case management and free specialised advice to owners of 10 multi-unit residential earthquake-prone buildings in Wellington. Administered by B&T’s Building System Delivery & Assurance team, the pilot aimed to test the feasibility of providing support services to these owner groups so that they understand their options and can collectively agree on a remediation plan to meet their remediation deadline.

In April 2024, the Government decided to bring forward a review of the earthquake prone building system and the way New Zealand manages seismic risk in existing buildings. As part of this decision, the Government has agreed to discontinue the Earthquake-Prone Building Support Service pilot, with the service progressively winding down over the next two months and ending on 30 June 2024.

The decision to wind down the pilot is based on the likelihood that once remediation timeframes are extended and a review of the earthquake-prone building system is initiated, participants are likely to re-consider their timeframes for remediation planning while awaiting outcomes of the system review. This will likely impact the viability and effectiveness of providing ongoing support.

### The following changes are proposed

Ref.	Proposed change
1A	Disestablish Manager Emergency Management & Support Services
1B	Disestablish Case Manager EPBSS x2
1C	Change in reporting line for Building Emergency Management Specialist (FT)

1D	Change in reporting line for Senior Building Emergency Management Specialist (FT)
1E	Minor change in scope for the Manager Compliance & Assurance.

### Discontinuing the Earthquake Prone Building Support Services Pilot

To give effect to the Government’s decision to discontinue the Earthquake-Prone Building Support Service pilot, the following changes are proposed:

- Disestablish Manager Emergency Management & Support Services
- Disestablish Case Manager EPBSS x2

As a result of the proposed disestablishment of the Manager Emergency Management & Support Services position there is a need to consider the reporting lines for the two Building Emergency Management Specialist positions. I am proposing that these roles report to the Manager Compliance & Assurance. This will ensure appropriate capacity exists for the function and allow these roles to draw on the existing relationships with Councils and expertise within the Compliance & Assurance team in carrying out their roles.

As a result of this proposal, the following changes are proposed:

- Change in reporting line for the Building Emergency Management Specialist (FT)
- Change in reporting line for the Senior Building Emergency Management Specialist (FT)
- Minor change in scope for the Manager Compliance & Assurance.



**We ask you to consider whether the changes under this proposal will achieve our overall objectives**

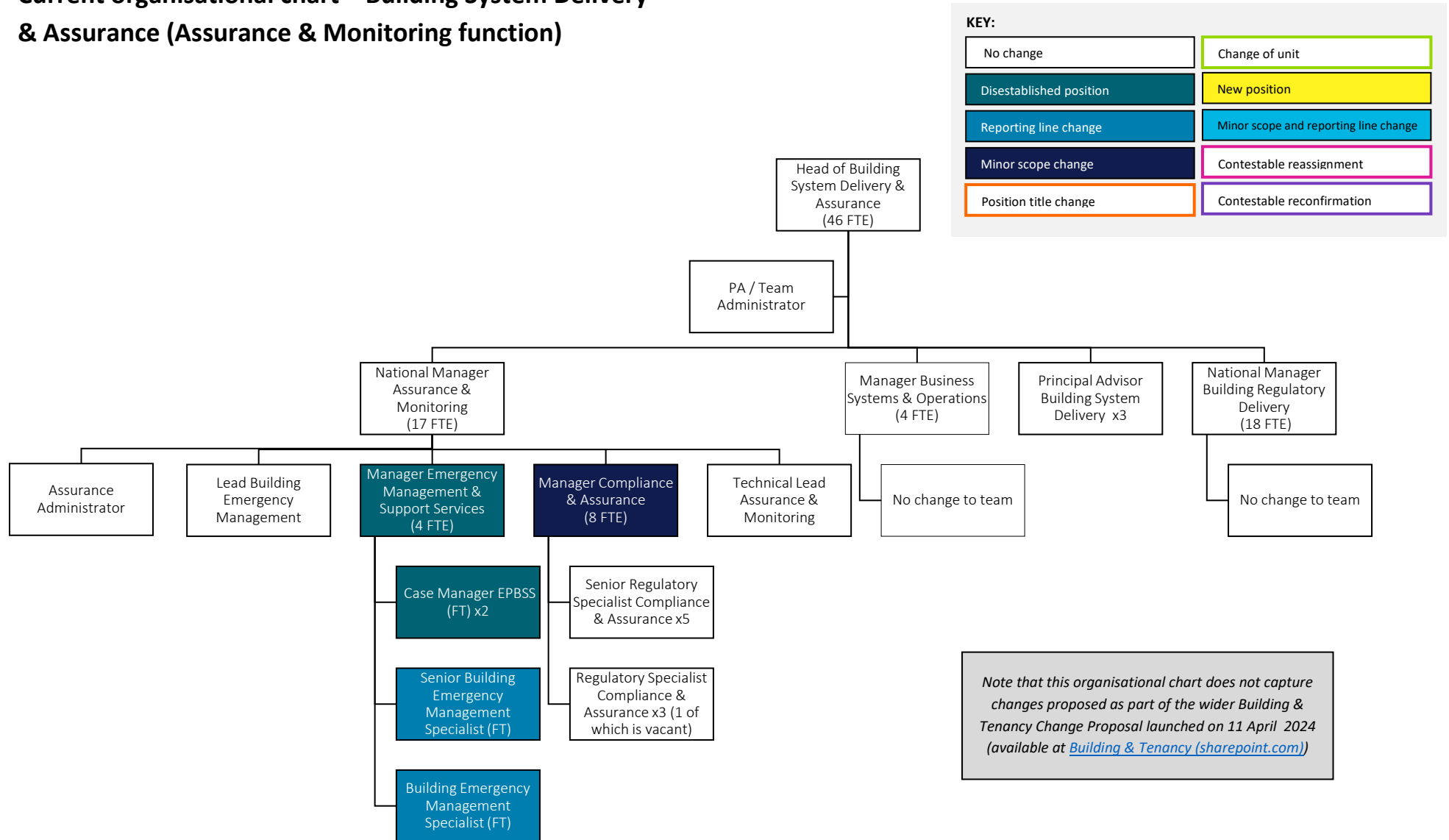
I welcome your feedback on this proposal, particularly on whether you consider it will achieve the desired objectives stated [earlier in this document](#).

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail

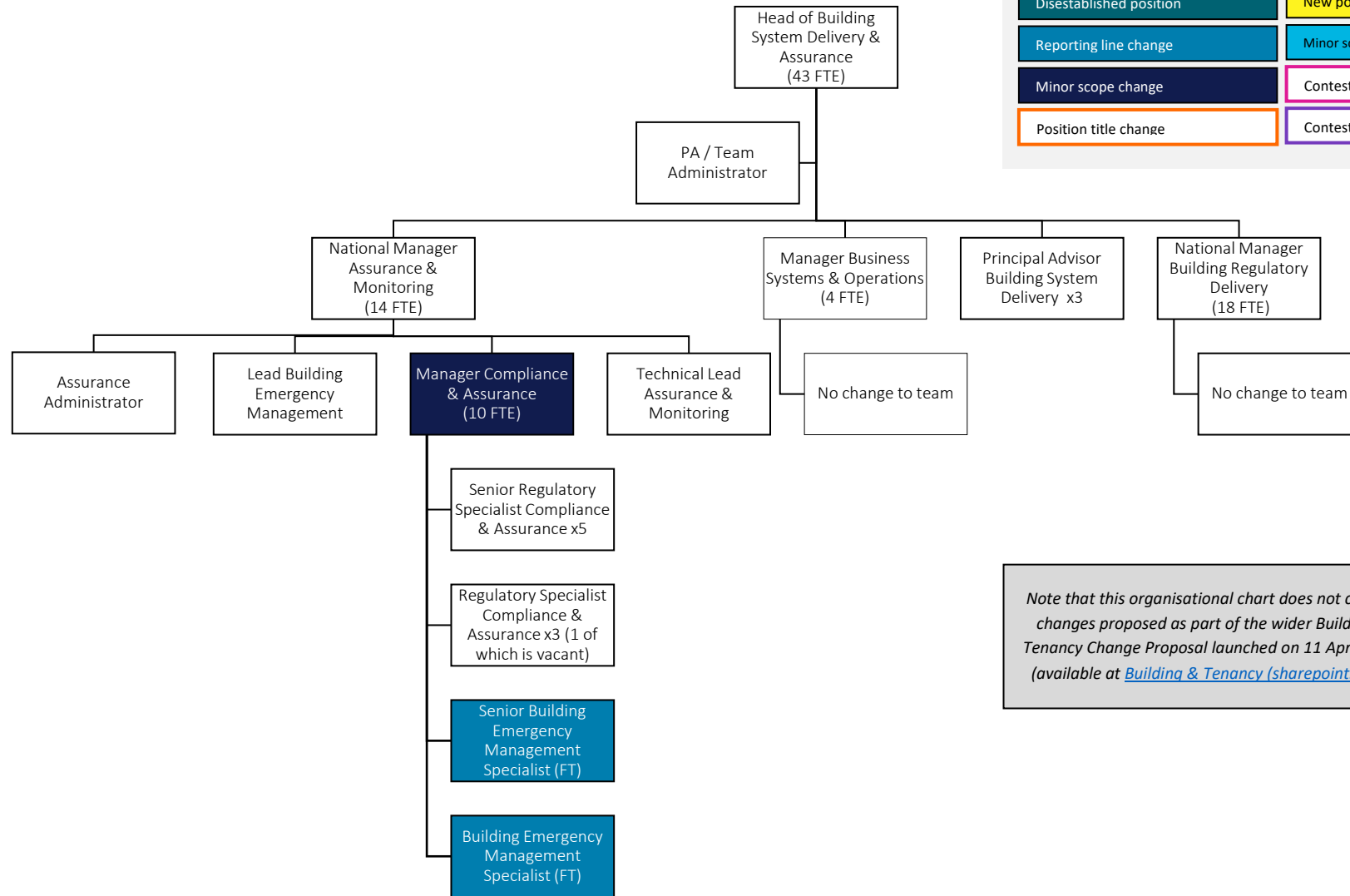
about proposed changes to individual positions is provided at the [end of this document](#).

We welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. If you believe there is an alternative to the changes proposed, please share your thoughts and include how you see the alternative improving on desired outcomes.

## Current organisational chart – Building System Delivery & Assurance (Assurance & Monitoring function)



## Proposed organisational chart – Building System Delivery & Assurance (Assurance & Monitoring function)



**KEY:**

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Contestable reassignment
Position title change	Contestable reconfirmation

Note that this organisational chart does not capture changes proposed as part of the wider Building & Tenancy Change Proposal launched on 11 April 2024 (available at [Building & Tenancy \(sharepoint.com\)](#))

## Summary of proposed changes

### Proposed disestablished positions

Position title	Reporting line	Unit/Team
Manager Emergency Management & Support Services	National Manager Assurance & Monitoring	Building System Delivery & Assurance
Case Manager EPBSS x2	Manager Emergency Management & Support Services	Building System Delivery & Assurance

### Proposed minor change

Position title	Unit/Team	Description of change
Building Emergency Management Specialist (FT)	Building System Delivery & Assurance	<ul style="list-style-type: none"> <li>Change in reporting line</li> </ul>
Senior Building Emergency Management Specialist (FT)	Building System Delivery & Assurance	<ul style="list-style-type: none"> <li>Change in reporting line</li> </ul>
Manager Compliance & Assurance	Building System Delivery & Assurance	<ul style="list-style-type: none"> <li>Minor change in scope</li> </ul>

## Appendix 1: Proposed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the proposed standard change processes which would apply to any changes confirmed as a result of the consultation process.

This includes reconfirmation, reassignment, selection, and redeployment.

### Reconfirmation

As part of the consultation process your substantive position may be proposed to be “reconfirmed”. In these circumstances your substantive position in the proposed 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, 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 need not 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.

Where there are more affected employees who could be considered for reconfirmation 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 reconfirmation**” 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. This process would be based on selection criteria from within the position description for the role.

### Reassignment

As part of the consultation process you may be proposed to be “directly reassigned”. In these circumstances we are proposing to directly reassign you into a different but substantially 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 are 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, as well as 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 need not 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 offered reassignment 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. This process would be based on selection criteria from within the position description for the role.

## New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees across MBIE 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 decision pack 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 Expression of Interest (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would have the following available options:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.
- Express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have skills and experience that need to be retained and a reassignment option is available.

You will be considered an affected employee if you are permanently employed in a position that is:

- To be disestablished;
- To be changed to the extent that it cannot reasonably be considered to be the same position or a substantially similar position; or
- Subject to a significant location change outside of the current local area.

Please note that you will not be considered an affected employee 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).

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success Profile. A CV would not be required as part of any EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

Once the EOI and/or advertisement period closes, all submissions would be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

For some positions, additional selection tools may be appropriate, including:

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.

- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

All applicants will be advised if additional selection tools are required.

## Selection and recruitment timeline

Where possible 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.

## Redeployment

If you wish to apply for any other existing MBIE vacancies (i.e. vacancies that are being advertised separately to the change processes), this can be done via the MBIE careers site at any stage of the process.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best for the role.

## Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with your People Leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

## 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.

People will continue in their temporary position 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](#)) – Niki Williams & Howden Gray
- 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
- Access your [Te Puna Ora](#) dashboard both at work and remotely using your MBIE login details

### 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.