



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Building & Tenancy

Final Change Decisions

May 2024

Introduction from Ingrid Bayliss, GM Building & Tenancy

Tēnā koutou,

I want to start by expressing my thanks to you for your engagement and participation in this consultation process. I acknowledge this has been an unsettling time and I am grateful for the views, insights and ideas you have shared with me on the changes we can make to become more effective, efficient, reduce our costs and realign our organisational structure.

Over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities.

Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

I proposed changes in four broad categories:

1. Bringing together our building and construction functions
2. A realignment of Tenancy Services functions
3. Revising the Business Directorate function in the Temporary Accommodation Service
4. Bringing together the Principal Advisor Māori positions in Engagement & Experience

63 pieces of written feedback from individuals and groups were received, including a submission from the Public Service Association (PSA). I also held drop-in sessions with groups and teams. All feedback was gratefully received and carefully considered.

This document outlines the key feedback themes received under each proposal, with my response and final decisions. This will allow you to understand how your feedback was considered and how this has affected final decisions.

This document contains a lot of detail such as organisational charts to support you to understand the final decisions and their impacts. I've worked to ensure that as far as possible this document is an accurate reflection of every position and their final place in the organisation. However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please let me know as soon as possible so it can be checked and then corrected.

Finally, this document outlines what happens next. I want to work quickly and constructively and provide certainty for everyone affected by this decision.

The first expressions of interest processes, recruitment of roles, and working with affected people on redeployment opportunities will start immediately. I expect the new structure to take effect from 24 June 2024.

I acknowledge that this change 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. I encourage you to show kindness to your colleagues during this time. Please consider what support you may need and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Thank you again for your ongoing professionalism and dedication to doing a great job, which I see demonstrated every day.

Ngā mihi nui

Ingrid Bayliss

General Manager, Building & Tenancy

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How to read this document

This document confirms the final decisions that have been made following consultation on the proposed changes to the organisational structure of the Building & Tenancy (B&T) Branch. It captures final decisions relating to both the Building & Tenancy Proposal for Change (released on Thursday, 11 April 2024) and the Earthquake-Prone Building Support Service Pilot Proposal for Change (released on Thursday 18 April 2024).

The final decision document includes:

- An outline of the original proposed structure changes.
- A discussion of the key themes from feedback received – including responses.
- A description of the changes that have been made to the original proposal based on feedback received.
- Final structure charts.
- Details of impacted positions.
- Details about the implementation process and next steps.

Consultation process

Consultation launched with Building & Tenancy branch on Thursday, 11 April 2024 and closed on Friday, 26 April 2024. A supplementary consultation document relating to the Government's decision on the Earthquake-Prone Building Support Service pilot was released on Thursday, 18 April 2024 with consultation closing on Tuesday, 30 April 2024.

People could provide their feedback via email, verbally, or by speaking with their union representatives. Feedback was also received via online drop-in sessions held in relation to each of the proposals.

Decision process

After carefully considering feedback, I presented my decisions to Suzanne Stew (Deputy Chief Executive, Te Whakatairanga Service Delivery) who provided her final approval.

These decisions have been shared with the Public Service Association (PSA).

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business unit and viewing both current and new organisational charts. At the end of each chapter 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 in Appendix 1. 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 BuildingandTenancyFeedback@mbie.govt.nz.

Supporting our people through change

People will have a wide variety of feelings in relation to the changes. Please remember to be respectful of each other's opinions and privacy. If you have questions regarding these decisions or your personal situation, please discuss with your People Leader.

Further information on the support available is available in Appendix 2.

Case for change

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, and for Building & Tenancy (B&T) this will mean 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.

Within this context I proposed a number of changes to the organisational structure of the B&T Branch to help us be more efficient and effective as a regulator and increase the impact that we have for the benefit of our customers and communities.

Changes were proposed within four broad categories:

1. **Bringing together our building and construction functions** – so that we can operate in a more integrated way and deliver better outcomes for customers, deliver on the government’s significant work programme for the regulatory system, as well as strengthen our response to the challenges facing the building sector.
2. **A realignment of Tenancy Services functions** – with a focus on the future direction of our services and regulatory activities, and balancing team sizes.
3. **Revising the Business Directorate function in the Temporary Accommodation Service** – in response to reductions in funding and to better align with demand.
4. **Bringing together the Principal Advisor Māori positions in Engagement & Experience** – to help build the centre of excellence for Māori engagement.

Within these proposals resources were prioritised into our frontline services as much as possible; and in our enabling functions, we focused on supporting our frontline to deliver more effectively and efficiently.

Additional detail on the case for change specific to each of the proposals is outlined below.

Objectives of the proposed changes

The change proposal sought to provide the following outcomes:

- 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.

Key feedback themes and decisions

63 pieces of written feedback were received on the Change Proposal from across the branch. There was also feedback received through the drop-in sessions held during the consultation period. All feedback was recorded and carefully considered and I appreciated the high quality, well thought through and constructive feedback received.

From your feedback I heard that you understood that there is a need for us to look 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.

Many of you shared with me your support for bringing together our building and construction functions. You could see the opportunities with strategically aligning these teams to support us to operate in a more cohesive and integrated way. Many of you sought assurance that the proposed centralised Business Systems & Operations team would have sufficient capacity to realise the benefits of this proposal and support the increased workload over a wider set of functions and to deliver key projects.

You shared your support for making changes to ensure appropriate spans of control exist within Tenancy Bond Services and acknowledged that the Tenancy Bond Transformation programme will necessitate further changes to how TBS operates in the future.

From your feedback I understood that the current operating model within the Tenancy Compliance and Investigations Team is driving inconsistent practice and decision-making, holding us back from addressing the most significant harm and creating a negative team culture. You shared with me your support for having a structure that enables resources to be redistributed to the areas where evidence shows it's needed most, but also expressed some concerns about the impacts of separate compliance and investigations teams on day-to-day operations and career progression opportunities for our people.

You recognised the need to right-size the Business Directorate function within the Temporary Accommodation Service.

You could see clear benefits to building a centre of excellence for Māori engagement within the Engagement & Experience branch.

Across the proposals, many of you were understandably concerned about the impact of the reduction of roles on the quality and timeliness of our services. There were questions about how the structures would work in practice and how we will ensure we have the right capacity and capability to deliver our functions. Concerns were also expressed about the loss of institutional knowledge and ensuring reasonable spans of control and workloads for our people.

The following sections of the document provide a summary of the main themes of the feedback received under each proposal, my response, and the final decisions. This will allow you to understand how your feedback was considered and how this has affected final decisions. It should be read in conjunction with the final structure charts at the end of each section.

At the end of the document is a table setting out the positions that are confirmed as disestablished (including fixed-term positions and vacancies), the new positions being established, and minor changes to other existing positions to implement the final decisions.

Implementation and embedding change

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.

Transition

I want to work quickly and constructively and provide certainty for everyone affected by this decision. Our new structure will stand up from Monday, 24 June 2024. During this transition period, our current structure continues. This gives time for appointments to the new People Leader positions to be confirmed, subsequent recruitment and expressions of interest processes to be completed, and for changes in reporting line to take effect. It also provides time to make some changes to our approaches to support the new structure.

Implementation

Those of our people directly impacted by a change to their position (as listed in the Annexes) will receive a letter confirming the change decision and what this means for them personally.

The Expression of Interest (**EOI**) process, including contestable reconfirmation and contestable reassignment, will start immediately. Information on EOIs will be published on Friday 10 May 2024 on the Building & Tenancy Team Site, with new position descriptions. Information will also be emailed directly to relevant employees to ensure they have detailed information about the process and where to go with any questions.

The process will be open from 10 May to 20 May 2024. Once EOI applications have closed, applications for positions will be shortlisted against the selection criteria outlined in the position description and on the Building & Tenancy Team Site. If interviews are required, they will take place between 22 – 24 May 2024. I will work with People Leaders to confirm outcomes of the EOIs as quickly as possible to give clarity to our people.

If any new positions remain vacant after EOI processes are completed, we will start recruitment. This will be after People Leaders for the teams have been confirmed.

I recognise that recruitment processes take time, so where required, will extend some fixed-term arrangements or positions to support continuity of service delivery during this period.

Some changes – such as changes to position titles – do take time to go through our People and Culture systems, so these may not all be visible on the date of go-live, but they will take effect as soon as practicable.

All of the newly established or substantially amended positions have been reviewed by our MBIE Remuneration and Rewards team through job evaluation. The purpose of job evaluation is to ensure that MBIE has an accurate, robust and consistent methodology for assessing the relative size and complexity of positions, in order to provide a structure for establishing and maintaining remuneration ranges. Job evaluation focuses on the job, not the person doing the job. It is an objective measure of the work required of each position, when performed at a fully competent/effective level, that allows MBIE to establish internal relativity. MBIE uses the Korn Ferry job evaluation methodology, which considers a range of factors including the level of knowledge, technical expertise and experience a position requires. It also considers the problem-solving environment, and the level of accountability the position has in delivering outcomes. The outcome of the process provides a points value that is then used to determine the CAPP step range or the senior remuneration bands.

Embedding

My expectation is we will start embedding the changes as immediately as possible from the 'go-live' of the structure.

For some changes, such as the operating model changes for Tenancy Compliance and Investigations, initial planning and transition work will commence as soon as possible after the release of this Final Decisions document, with work to complete and embed it continuing after the new structure takes effect.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	Thursday 9 May 2024
Expressions of interest (EOI) and contestable reconfirmation and reassignment selection processes starts	10 – 20 May 2024
EOI Information and Drop-in Support Session	13 and 14 May 2024
Interviews, if required, for the EOI processes	22 – 24 May 2024
Confirmation of outcomes from the EOI processes	From 27 May 2024
Proposed 'go-live' of new structure	Monday 24 June 2024

Proposal 1 – Bringing together our building and construction functions

Why change was proposed

In order to be more efficient and effective as a regulator and increase the impact that we have for the benefit of our customers and communities, it is important that we are open to making changes to how we deliver our regulatory and service delivery functions, including, where necessary, changes to our organisational structure.

Within our building and construction functions, there are opportunities to strategically align the teams to support us to operate in a more cohesive and integrated way to deliver better outcomes for our customers and strengthen our approach and response to the challenges facing the sector.

Changes to our organisational structure are also required to give effect to the Government’s decision to discontinue the Earthquake-Prone Building Support Service pilot, which is administered by the Building System Delivery & Assurance team.

Summary of changes proposed

The key changes outlined in the change proposal were:

- Bringing the functions within the Building Resolution team (Determinations and Weathertight Services) into the Building System Delivery & Assurance (**BSDA**) team to improve alignment and cohesion for the building focused parts of the branch.
- Changing the structure of the Determinations function, with a single team responsible for determinations decision-making and case flow.
- Splitting the roles within Building Resolution’s Operations Support and Improvement team between the newly established Determinations team and the Business Systems and Operations team to support a truly cross-team focus, reduce cost and duplication, deliver key investments and projects and account for the current and future direction of our services and regulatory activities.

- Aligning the Weathertight and Compliance & Assurance functions to support more effective engagement with our stakeholders and ensure that, as Weathertight Services continues its transition to closure, the team’s knowledge and experience provides an enduring contribution to the wider Building Regulatory System.
- Adjusting the organisational structure of the Assurance & Monitoring function to give effect to the Government’s decision to discontinue the Earthquake-Prone Building Support Service pilot.

The following table summarises the proposed changes to individual positions:

Ref.	Proposed change
1A	Disestablish National Manager Building Resolution
1B	Disestablish Building Resolution PA/Team Administrator
1C	Disestablish x1 Principal Advisor Determinations (vacant)
1D	Disestablish Manager Operations Support and Improvement
1E	Disestablish x1 Technical Writer position (FT)
1F	Disestablish Manager Advisory
1G	Disestablish Principal Advisor Transition (FT)
1H	Disestablish Manager Business Systems & Operations
1I	Disestablish x3 Senior Business Operations Advisor
1J	Change in reporting line and minor change in scope for Senior Operations Advisor
1K	Change in reporting line and minor change in scope for Case Coordinator position x2

1L	Change in reporting line and minor change in scope for Senior Case Coordinator position
1M	Change in reporting line and minor change in scope for Operations Advisor (FT)
1N	Change in reporting line and position title for Principal Advisor x2
1O	Change in reporting line for Determinations Specialist x2
1P	Change in reporting line for Senior Determinations Specialists x8 (1 of which is vacant)
1Q	Change in reporting line for Technical Writer x1
1R	Change in reporting line for Manager Weathertight Services
1S	Change in reporting line for Determinations Referee (casual position)
1T	Minor change in scope for Head of Building System Delivery & Assurance
1U	Minor change in scope for National Manager Assurance & Monitoring
1V	Establish Manager Determinations
1W	Establish Lead Determinations Specialist
1X	Establish Determinations Specialist
1Y	Establish Manager Business Systems & Operations (filled via contestable reassignment)

1Z	Establish x2 Senior Business Operations Advisor (filled via contestable reconfirmation)
Supplementary Proposal: Earthquake-Prone Building Support Service	
Supp 1A	Disestablish Manager Emergency Management & Support Services
Supp 1B	Disestablish Case manager EPBSS x2
Supp 1C	Change in reporting line for Senior Building Emergency Management Specialist (FT)
Supp 1D	Change in reporting line for Building Emergency Management Specialist (FT)
Supp 1E	Minor change in scope for the Manager Compliance & Assurance

Your feedback on Proposal 1

Overall your feedback was supportive of bringing together our building and construction functions, considering this would support us to operate in a more cohesive and integrated manner, deliver better outcomes for our customers, and improve connections with the wider Building Regulatory System. The importance of ensuring appropriate processes were in place to manage any conflicts of interest that could arise – both actual and perceived – was a common theme, with feedback noting the importance of maintaining the independence and integrity of the Determinations function.

Feedback overwhelmingly considered the proposed span of control for the Manager Determinations was too high to adequately deliver people support, set and deliver the strategic direction and deliver the much-needed improvements to the function, particularly if this role was a decision-maker. There was also some discussion around whether this position should be elevated to a National Manager role, requests to clarify the number of Determinations decision-makers that would exist in the new structure, and comments on the proposed location of the Determinations team within the BSDA structure.

There was some feedback opposing the creation of a third Determinations Specialist role. Concerns were expressed that a single Technical Writer would not provide the team with sufficient in-house capacity to deliver this service and that this proposal would shift the location of the current case load backlog (rather than reduce it).

There were some requests to clarify the need, roles and responsibilities of the proposed Lead Determinations Specialist. Clarification on the location of the Determinations Principal Advisors within the proposed structure was also requested.

There was support for combining the Building Resolution Operations Support & Improvement and BSDA Business Systems & Operations teams, noting the benefits a cohesive, centralised operations and support team would provide our customers and our people. However, there was significant opposition to reducing the number of Senior Business Operations Advisor positions. Feedback expressed concern that with the BSDA

team gaining two significant additional functions a reduction in these roles would leave the team with insufficient capacity and capability to deliver on the team's investments, projects and work programmes and negatively impact delivery of our core functions. There were concerns raised that the impacts of this proposal would be further amplified by the proposed disestablishment of the Weathertight Services' Principal Advisor Transition position and the Building Resolution PA / Team Administrator.

There was mixed feedback on the proposed location of the Case Coordinator positions. While some feedback supported the strategic alignment of these functions, there was some feedback requesting clarity on the role these positions would play in wider BSDA functions. Some concerns were also expressed about the impact the proposal would have on the capacity of these roles to support the determinations function particularly given these roles are integral to service delivery and reducing the backlog of cases.

There was support for aligning the Weathertight and Compliance & Assurance functions, recognising the common elements of the work programme and the importance of ensuring Weathertight Services' knowledge and experience has a home as the service further transitions to closure. Some concerns were expressed about the capacity to deliver the Weathertight Services' transition work programme if the Principal Advisor Transition role is disestablished and the number of Senior Business Operations Advisor positions reduces.

Feedback expressed a preference to group together all BSDA emergency management positions, however, if this was not possible, feedback supported these positions sitting within the Compliance & Assurance team. It was submitted that converting the Building Emergency Management Specialist positions into permanent roles would significantly benefit our emergency preparedness work programme, response efforts and align with the two recently released Inquiries into the North Island Weather Events.

I have carefully considered all your feedback and ideas and as a result the Final Decisions reflect a number of changes compared to the original change proposal. The following table summarises feedback we received about Proposal 1, with specific responses to clarify questions or comments raised. I considered feedback received across all available feedback channels.

Table 1: Feedback on Proposal 1 – Bringing together our building and construction functions

Feedback on Proposal 1		Response
<p>Support for bringing together the building and construction functions</p>	<ul style="list-style-type: none"> • Feedback was generally supportive of bringing our building and construction functions together. • Feedback noted that this proposal would deliver efficiencies, create more collaboration and alignment between the functions, support better engagement with the sector, support more streamlined processes and daily operations, enhance team culture, and improve connections of the Building Resolution team to the wider Building Regulatory System. 	<ul style="list-style-type: none"> • It is great that there is an understanding of the benefits and opportunities presented by this change. Bringing together these functions will support us to operate in a more cohesive and integrated way to deliver better outcomes for our customers, strengthen our approach and response to the challenges facing the sector, and lift the performance of the regulatory system.
<p>Conflict of interest management</p>	<ul style="list-style-type: none"> • While generally supportive of bringing together our building and construction functions, the potential for a conflict of interest to arise – both actual and perceived – was an area of concern for a number of submitters. Specific examples of the types of conflicts that could need to be managed were provided to ensure that such matters were being accounted for. • Feedback noted the importance of maintaining the independence and integrity of determinations and expressed some concern about the perception from external stakeholders and reputational impacts of having the Determinations team report to the Head of BSDA. • A range of suggestions were made to assist with conflict of interest management, including having alternative reporting lines for the Manager Determinations. • While conflicts of interest were an area of concern for some, feedback was also received noting that this did not need to be a barrier: <ul style="list-style-type: none"> ○ One submitter noted that the potential for conflicts of interest to arise exists in many Government and Local Authorities who exercise regulatory control, and that ensuring that MBIE’s conflict of interest policy is well embedded, understood and reviewed by the team and management will mitigate any perceived risk in this area. ○ A further submission noted that, while there is a legacy concern regarding potential conflict of interest where the regulator finds itself providing a determination over MBIE decisions within the CodeMark and MultiProof schemes, overall the likelihood of this occurring and the potential risk impact is relatively low and that by separating the functions and 	<ul style="list-style-type: none"> • I agree that it is important that our structure ensures that the independence and integrity of determinations is maintained. • As outlined in the consultation document, I am aware that in very specific and rare circumstances there may be a perception of a conflict of interest between the Determinations function and wider functions performed within BSDA, however having taken legal advice, I am satisfied that the structural approach together with a comprehensive management plan are adequate to manage this conflict. • The legal advice will be provided to the Head of BSDA to ensure that any perceived or actual conflicts of interest are managed in appropriate ways and do not impede the delivery of robust, impartial and high-quality decision making. • The Lead Determinations Specialist role (discussed further below) provides a further mitigation with this position able to report through to the General Manager Building and Tenancy on specific cases as required. • I will commission the Head of BSDA to develop a process and procedure for these situations and communicate this to the relevant teams.

Feedback on Proposal 1	Response	
	<p>establishing best practice risk management and quality management principles any potential risk is able to be appropriately managed.</p>	
<p>Span of control for the Manager Determinations</p>	<ul style="list-style-type: none"> • A number of pieces of feedback considered that the proposed span of control for the Manager Determinations was too high and was not appropriate as it's not a processing team, it is a quasi-judicial function. • Feedback considered that, with 15 FTE, the Manager Determinations would not be able to adequately deliver the people support and strategy to achieve delivery outcomes. It was noted that the span of control should take into account that the matters of doubt and dispute that the Determinations team are required to deal with are very broad and often complex and novel. • A range of suggestions were put forward in feedback that would reduce the span of control for this position, including: <ul style="list-style-type: none"> ○ Reconsidering the reporting lines for the Determinations Principal Advisors. ○ Retaining the Manager Advisory role in some form to split the leadership responsibilities of the Manager role, ensure the team can continue to clear the backlog of cases, and provide adequate support for the team. ○ Split the Determinations workstream into two areas - Technical Assurance and Determinations Delivery - with a manager assigned to each team. ○ Creation of a Team Leader role with responsibility for determinations specialists, technical writers, and case coordinators. It was noted that this approach would ensure cohesiveness, ensure sufficient people and technical support for team members, and provide career development opportunities for our people 	<ul style="list-style-type: none"> • I agree with the feedback that the span of control for the proposed Manager Determinations is too high at this time for a quasi-judicial function and have made a change to the leadership structure of the Determinations function based on this feedback. • A new role – Team Leader Determinations Delivery – has been introduced for a fixed-term period of 18 months. This role will have a focus on operational delivery , process improvement and efficiency with the Technical Writer, Determinations Specialist, and Senior Determinations Specialist positions as direct reports. • I have made my expectations to the Determinations team clear that the backlog of cases must be reduced and we must resolve the oldest cases as promptly as possible. We have made numerous changes to support this to happen and we are seeing the benefits being realised. My expectation is that we will continue to focus on and amplify our efforts to reduce the back log and improve average and median timeframes for cases. This will allow us to identify what capacity the team needs as it reaches its 'steady-state' which may see the team reduce to a more manageable span of control for the Manager Determinations. In the meantime, a Team Leader will support the Manager and the team. • The new structure ensures the leadership positions within the function have appropriate spans of control to effectively support our people and sufficient capacity for strategic leadership. This structure will also ensure we are able to maintain a strong focus on clearing the backlog of cases and meeting our statutory timeframes. Good progress has been made in this area and it is important that our structure supports us to continue to push for further improvements in this area.

Feedback on Proposal 1	Response
	<ul style="list-style-type: none"> As a result of the creation of the new Team Leader position and taking into consideration our current fiscal environment and wider feedback on Proposal 1, the proposal to establish a third Determinations Specialist position will not be progressed.
Leadership of the Determinations function	<ul style="list-style-type: none"> There was general support for consolidating the Determinations management functions. However, it was noted that, if the Manager were to have the proposed number of direct reports, some administrative support for this position will likely be required to enable the manager to both be a People Leader and carry our strategic activities and stakeholder engagement. Some feedback questioned whether the Manager Determinations role should be elevated to a National Manager role. Reasons provided in support of this approach included: <ul style="list-style-type: none"> that the size and nature of their work is more aligned to a National Manager position. the role is as significant as the other National Manager roles within the existing BSDA structure. this approach would be consistent with other functional managers reporting to the Head of BSDA. a National Manager would allow for an increased focus on growing capability within the team and improving performance against statutory timeframes. However, there was also feedback received that the focus of the position is operational delivery and more aligned with the Managers of Compliance and Assurance and Regulatory Services by way of size and scale. A suggestion was also raised that the Manager Determinations position should have some significant external stakeholder engagement and relationship building elements in the position description, with targets set in these areas to enhance the reputation of the function.
Location of the Determinations team within the structure	<ul style="list-style-type: none"> Some feedback was received supporting the location of the Determinations team within the proposed structure. However, there was also some feedback that the previous BSDA change supported the Head of BSDA to take a holistic and strategic leadership approach to our business with the National Managers leading the overall operational

Feedback on Proposal 1	Response	
	<p>delivery functions, and that having the Manager Determinations as a direct report risks bringing the Head of BSDA back in to an operational focus.</p> <ul style="list-style-type: none"> Having the Determinations team report into one of the existing National Managers in the BSDA structure or creating a new National Manager Dispute Resolution (with three direct reports - Manager Determinations, Manager Weathertight Services and the Lead Determinations specialist) were suggested as possible ways to address this. 	<p>the operational delivery of the Determinations function will sit with the Determinations Manager – not the Head of BSDA.</p> <ul style="list-style-type: none"> The adjustments to the span of control of the Manager Determinations roles and establishment of the new Team Leader Determinations discussed above will ensure that there is an appropriate level of support for operational delivery within the Determinations function, and that the Head of BSDA can remain focused on strategic oversight of our regulatory stewardship responsibilities. Having the Manager Determinations as part of the wider BSDA Leadership Team will also improve connections of the Determinations team to the wider Building Regulatory System and provide valuable insights that will support us to deliver on our regulatory strategy.
<p>Number of Determinations decision makers</p>	<ul style="list-style-type: none"> Feedback was received requesting confirmation of the positions within the proposed structure who would have the delegation of the Chief Executive as a decision maker for the purpose of issuing determinations. It was submitted that this is a bottleneck area currently and to ensure the team can continue to clear the backlog and protect against factors such as attrition and annual leave a minimum of three Determinations decision makers would be required. 	<ul style="list-style-type: none"> I acknowledge the importance of having a sufficient number of decision makers within the Determinations function. It is important to note that there is a difference between the number of people who have delegated authority from the Chief Executive to issue determinations and those who to issue determinations on a day-to-day basis. There are multiple people that have delegated powers to make decisions, including the General Manager, Building & Tenancy as well as the Head of BSDA, and that would remain the case. However, on a day-to-day basis, I would expect the Lead Determinations Specialist and the two Principal Advisors to manage the bulk of issuing decisions and consider that three decision-makers is appropriate for the needs of the team. While I would not expect the Manager Determinations to issue decisions on a day-to-day basis, they will have the delegation to do so. The new Team Leader Determinations Delivery role will not hold decision-making delegations.

Feedback on Proposal 1	Response	
<p>Location of the Principal Advisor Determinations roles within the BSDA structure</p>	<ul style="list-style-type: none"> Feedback was received that the proposed structure appears to create two tiers of Principal Advisors, with the Determinations Principal Advisor positions reporting to the Manager Determinations and the Principal Advisor Building System Delivery positions reporting to the Head of BSDA. Clarification was requested on the rationale for this approach, noting that: <ul style="list-style-type: none"> Principal Advisors are normally on the same tier as Managers. the Principal Advisor roles within BSDA and Determinations are considered equals and the Determinations Principals would add value in terms of thought leadership within BSDA's wider leadership team. One piece of feedback was received recommending the Principal Advisor Building Regulatory Delivery roles report to the respective BSDA National Managers for consistency. 	<ul style="list-style-type: none"> The reporting lines for the Principal Advisor Determinations and Principal Advisor Building Regulatory Delivery positions reflects the difference in focus for these positions. It is not reflective of the value placed on these positions, with both roles playing a critical role in the delivery of our regulatory functions and achievement of our strategic and operational ambitions. Given their role in issuing decisions on determinations under delegated authority, and the specialist technical advice they provide to the Manager and Determinations Specialists, it is appropriate that the Principal Advisor Determinations positions sit within the Determinations team. The location of the Principal Advisor Building Regulatory Delivery roles was considered as part of the BSDA changes in late 2023. Retaining these positions within their existing location in the structure will ensure they can continue to operate at the cross-system level, provide a key thought leadership role within the BSDA leadership team, share their knowledge and expertise across the business, and support adaptability in responding to complex issues and workload pressures. This has proven successful in light of the significant government work programme in the Building and Construction portfolio. It is my expectation that – as is the case currently – the Principal Advisor Determinations and Principal Advisor Building Regulatory Delivery roles will work collaboratively to provide valuable support to the wider BSDA Leadership team as well as wider Building Regulatory System leaders.
<p>Roles and responsibilities of the Lead Determinations Specialist</p>	<ul style="list-style-type: none"> Feedback was received requesting clarity on the roles and responsibilities of the proposed Lead Determinations Specialist, with several submitters unclear how this role differs from the existing Determinations Principal Advisors. There was a suggestion made that the resource required to technically train and develop Determinations Specialists does not fit well in the day-to-day scope of 	<ul style="list-style-type: none"> While there will be a degree of overlap between this role and the Principal Advisor positions, there are two key elements that distinguish the Lead role from the existing Principal Advisor positions:

Feedback on Proposal 1		Response
	<p>the Manager Determinations, and that this could be included within the Lead Determinations Specialist (or Principal Advisor) position description.</p> <ul style="list-style-type: none"> • There was some feedback that the existing model of three Principal Advisors should be retained. Reasons provided in support of this position included: <ul style="list-style-type: none"> ○ the wider sector responsibilities and regulatory stewardship would be better served by having three principals providing insights across the sector with the support/leadership of the Manager Determinations. ○ the additional resource means less risk of being ‘bogged down’ in particular case/s or workstreams which could happen at different times with the Lead and the Principals. ○ the functions proposed to be performed by the Lead Determinations Specialist can be performed by the existing Principal roles. ○ Conflict of interest management could still occur by having one of the three Principals reporting to the General Manager Building & Tenancy for a defined period when required. • It was also submitted that, if the proposal to establish the Lead Determinations Specialist is progressed, careful consideration will need to be given to how this role (and the Determinations Principal Advisors) integrate in the technical leadership existing within BSDA (Principal Advisor and Technical Lead roles). 	<ul style="list-style-type: none"> ○ the role that this position would play in the management of conflicts of interest (discussed above). ○ this role will have a key influencing component, with responsibility for looking at themes emerging within determinations and feeding these into the wider building regulatory system to amplify Determinations’ contribution to the sector.
<p>Determinations Technical Writer resource</p>	<ul style="list-style-type: none"> • There were several pieces of feedback received expressing concern with the proposal to have a single Technical Writer in the Determinations Team. • Feedback noted that there is the ability to use external providers for this service, and that having flexible external resources supports the team well with timely delivery of ‘right-sized’ and well written decisions. However, it was also noted that the need to use contracted resource will undermine fiscal savings objectives and is likely to come under high levels of scrutiny in the current operating environment. • It was also submitted that removing a Technical Writer to create a Determinations Specialist would shift the backlog to a different area in the process (the writing stage) rather than resolving it. It was also noted that while some writing can be carried out by some Determinations Specialists / Senior Determinations Specialists, this have proven to be time consuming and impacts on delivery. 	<ul style="list-style-type: none"> • I recognise the concerns raised in relation to the reduction of in-house Technical Writing resource and agree with the feedback that the reduction of this FTE to enable the creation of a Determinations Specialist is not the best way to support the Determinations team. • However, given that we have existing arrangements to draw on external resources to support the team with this capability when required, and noting wider feedback on Proposal 1, on balance I consider that reducing a Technical Writer FTE to enable the creation of the Team Leader will more appropriately support the team to deliver on its strategic and operational ambitions.

Feedback on Proposal 1	Response	
	<ul style="list-style-type: none"> One submitter did not consider that this proposal should be progressed on the basis that the additional Determinations Specialist (created as a result of the disestablishment of the second Technical Writer role) is not required. 	
Creation of an additional Determinations Specialist	<ul style="list-style-type: none"> There was some feedback received opposing with creation of a third determinations specialist role. Reasons for this opposition included: <ul style="list-style-type: none"> Concern about the impact on the Determinations function of reducing an inhouse Technical Writer resource to create this position (addressed above). Tenure of Determinations Specialists is quite short yet requires significant resource to train and develop (and most attrition is outside of the team / MBIE). The types of cases suitable for Determinations Specialist are uncommon. Previous iterations of the team have had both two and three Determinations Specialist roles and two has been a better balance for the team. 	<ul style="list-style-type: none"> As a result of your feedback, the proposal to establish a third Determinations Specialist position will not be progressed. As discussed above, the reduction in Technical Writer FTE will instead enable the creation of a new Team Leader Determinations Delivery position.
Support for combining the two support teams	<ul style="list-style-type: none"> Feedback expressed support for combining Operations Support and Improvement team and the Business Systems & Operations teams. Feedback noted that having a strong, cohesive centralised support team provides opportunities to avoid single points of failure, operate more efficiently and effectively to provide support to the areas of the wider team that need it most, improve process consistency, enhance engagement and culture, and have a positive impact on system management. It was also noted that combining the two teams would provide additional opportunities for our people, who would be able to cross-train, diversify their skills and knowledge, and have access to increased career development opportunities. While there was support for the proposal, it was noted that there will be a need to clarify expectations and targets between the Manager Determinations, Manager Business Systems & Operations and Head of BSDA to ensure the benefits of this proposal are realised. 	<ul style="list-style-type: none"> It is great that there is an understanding of the benefits and opportunities presented by this change. Creating a support team with a truly cross-team focus will support us to operate in a more cohesive, integrated, and collaborative way, and support us to more effectively delivery on the goals of our regulatory system across our building functions. I agree that it will be important that the support needs for each of the functions within BSDA are clear. Implementation of the changes will be a key responsibility of the BSDA Leadership Team and I expect the Leadership Team to have these types of conversations in embedding the new structure.
Opposition to the proposed reduction	<ul style="list-style-type: none"> While there was support for combining the two support teams, there was significant opposition to the proposed disestablishment of one of the Senior 	<ul style="list-style-type: none"> I have listened to your concerns that a reduction in the number of Senior Business Operations Advisor roles at this

Feedback on Proposal 1		Response
<p>in Senior Business Operations Advisor roles</p>	<p>Business Operations Advisor positions and the generalisation of the position descriptions. Reasons provided that support retaining all three existing positions included:</p> <ul style="list-style-type: none"> ○ that a well-functioning team is in large part the result of strong business support, and that this becomes even more crucial in an environment where we are likely to get less support from other parts of MBIE. ○ in gaining Weathertight and Determinations the BSDA team will increase by approximately 50 percent, and the Senior Business Operations Advisor roles will play a key role in ensuring the successful integration of these teams. ○ the business will suffer if Senior Business Operations Advisor roles are reduced and generalised considering the nature and volume of this teams workload, which includes a high number of ICT systems requiring support, QMS deliverables, increased demand for performance targets, measurement and reporting, and supporting transitioning Weathertight Services to closure. ○ the impact of this proposal is amplified by the proposed disestablishment of Weathertight Services’ Principal Advisor Transition and the Building Resolution PA/Team Administrator. ○ there will be insufficient capacity and capability to deliver on our current and future work programmes if the number of Senior Business Operations Advisor roles are reduced. ○ concern about the potential loss of some valuable intellectual property and relationship management if we were to lose the individuals within the Senior Business Operations Advisor roles <ul style="list-style-type: none"> ● To retain all three existing Senior Business Operations Advisor positions without reducing the proposed net reduction of FTEs, and recognising that FTE reductions are needed, alternative approaches to reduce the number of positions in the team were proposed. ● There were also a number of requests for clarification as to why the Senior Operations Advisor role within Determinations was excluded from the contestable reconfirmation process given the similarity of this role to the Senior Business Operations Advisor positions. It was also suggested that the position 	<p>time will mean that there is insufficient business support capacity to support the workload across a wider set of functions (including the transition of Weathertight Services to closure).</p> <ul style="list-style-type: none"> ● As a result of your feedback, two of the existing Senior Business Operations Advisor positions will be retained on a permanent basis and one of the existing Senior Business Operations Advisor positions will be retained for a period of 8 months. This will enable the CRM to be delivered, progress to be made on work programme activities and for the new way of working for the team to be embedded. The Senior Operations Advisor from Determinations will also be in the team. ● While I acknowledge the feedback regarding the generalisation of the position descriptions for the Senior Business Operations Advisor role, I am progressing with moving these roles on to consistent position descriptions, however, the Business Systems & Operations Manager can choose to take a strengths-based approach to allocating work across the team. ● I do not agree with the feedback on the similarity of the Senior Business Operations Advisor role and Determinations Senior Operations Advisor role. The current position descriptions are different and the Senior Operations Advisor role has broader coverage. The Determinations Senior Operations Advisor role will retain its current position description.

Feedback on Proposal 1		Response
	<p>title and position description of this role be updated for consistency with the Senior Business Operations Advisor roles.</p> <ul style="list-style-type: none"> One submitter expressed concern about our ability to meet reporting / data / insights demand, particularly given the current focus on this area. The submitter questioned whether a dedicated role was needed to meet this demand, or whether the Business Intelligence team within Business & Systems Delivery has capacity to fulfil this role. 	
Location of the Assurance Administrator positions within the proposed structure	<ul style="list-style-type: none"> Feedback was received that there are opportunities to adjust how administrative support is provided across the team to increase efficiency and effectiveness, cope with the increased workload of supporting a significantly larger team with more functions, and account for the disestablishment of the Building Resolution PA/Team Administrator. A number of submitters recommended that the responsibilities of the Assurance Administrators be moved into the Business Systems & Operations team. Feedback noted that this approach would create a support hub for BSDA offering a range of services and efficiencies with all BSDA teams benefiting from a more aligned approach to the delivery of support services. It would also ensure no gaps when someone is on leave or if a role is vacant. 	<ul style="list-style-type: none"> While I see the logic in this submission, I do not agree that the Assurance Administrator positions should be moved to the Business Systems & Operations team. They will remain with each of the National Managers at this time to ensure they're able to deliver on their considerable work programmes, particularly as we embed the other changes to the BSDA team.
Administrative support for the Determinations	<ul style="list-style-type: none"> Several submitters requested clarity on where the work undertaken by disestablished PA / Team Administrator would sit in the proposed structure. There was also some feedback received that disestablishing the PA / Team Administrator role and requiring the Manager Determinations to take on additional FTEs will negatively impact the overall team. As discussed above, a number of submitters considered that retaining all three Senior Business Operations Advisors would account for the disestablishment of the PA / Team Administrator position. 	<ul style="list-style-type: none"> I acknowledge your concerns regarding the disestablishment of the PA / Team Administrator role. While the proposal to disestablish the Building Resolution PA / Team Administrator has been confirmed, as noted above, I have made a number of changes based on your feedback to address the span of control for the Manager Determinations and ensure sufficient capacity exists within the Business Systems & Operations team to support the increased workload across a wider set of functions.
Manager Business Operations & Systems job sizing	<ul style="list-style-type: none"> A request was made for the proposed Manager Business Operations & Systems position description to go through formal job sizing, rather than defaulting to the salary band of the existing role. It was noted that the new role, while similar in scope, has significantly increased in volume and complexity and this should be reflected in the banding. 	<ul style="list-style-type: none"> All of the newly established or substantially amended positions have been reviewed by our MBIE Remuneration and Rewards team through job evaluation.

Feedback on Proposal 1	Response	
Location of the Senior Claims Resolution Coordinator role	<ul style="list-style-type: none"> One submitter suggested that the Senior Claims Resolution Coordinator role within Weathertight Services be moved to the Business Systems & Operations (BSO) team along with the Weathertight Services Operations Advisor role. It was noted that, while both roles remain fixed-term until the end of November 2024, in the longer term it makes sense to incorporate the responsibilities of both roles within the BSO team. It was also suggested that long term a permanent role within the BSO team would provide greater flexibility and capacity to enable support of Weathertight Services and across the branch. 	<ul style="list-style-type: none"> I do not agree that the Senior Claims Resolution Coordinator role be moved into the Business Systems & Operations team. The Weathertight Services is in its sunset phase and it makes sense for the role to remain with the other Weathertight Services roles during this sunset phase, especially as this role's fixed-term is due to expire in November 2024.
Location of Case Coordinators	<ul style="list-style-type: none"> There was mixed feedback on the proposal to move the Determinations Case Coordinator resources into the Business Systems & Operations team. Some submitters supported the strategic aligning of these functions, while others were unclear of the role Case Coordinators will play in the BSDA work programme long-term and requested clarity on this. Several submitters opposed moving these roles outside of the Determinations team. It was noted that these roles are integral to the delivery of the function and need to be available with little notice to complete steps for new applications, acceptance of applications and the issuing of final determinations to ensure determinations can continue to be issued within a timely manner. There were concerns expressed that: <ul style="list-style-type: none"> different line managers for determinations specialists and coordinator positions would reduce cohesiveness and undo work undertaken in recent years to strengthen the working relationships between these roles the workloads for the Case Coordinators could be spread over a much broader range of responsibilities, and as such, they potentially will be subject to other competing priorities and the timeliness of the support for the determinations team could be affected thereby impacting on the efficiencies being sought through the change proposal. there will be an extra 'management layer' for members of the determinations team to navigate to get the support they will need from the Case Coordinators on a day-to-day basis. 	<ul style="list-style-type: none"> I have considered the feedback and am comfortable with moving the Determinations Case Coordinator roles into the Business Systems & Operations team as part of the final decisions. Strategically aligning these roles with the wider functions in the BSDA team over time will deliver benefits and efficiencies across our building functions and support us to operate in a more cohesive, integrated, and collaborative way. I acknowledge the key role the Case Coordinator positions play in the Determinations function. My expectation is that the Manager Business Systems & Operations and Manager Determinations would work closely together to ensure that the Case Coordinators have sufficient capacity to support the Determinations function and that this change does not negatively impact on the timeframes for issuing determinations. I acknowledge the concerns about the loss of connection between the Determinations Specialists and the Case Coordinators, however, I note that under the current structure these roles have different line managers and that this has not been an impediment to collaboration. It is my expectation that day-to-day collaboration would continue to occur in the same way (or very similar) to how it does now.

Feedback on Proposal 1	Response	
	<ul style="list-style-type: none"> One submitter suggested that one Case Coordinator could be assigned to each team (Determinations, Assurance & Monitoring, and Regulatory Delivery) with position descriptions updated accordingly. 	
Future of the council secondment position within Determinations	<ul style="list-style-type: none"> Feedback sought clarification on whether the current council secondment position is intended to revert back to an internal permanent position, and what the recruitment process would be for this position if this were the case. One submitter expressed support for retaining the Council secondment FTE given the significance of this channel to connection with councils and feeding into the wider system. 	<ul style="list-style-type: none"> The Council secondment arrangement has proven beneficial and a success. I'm supportive of the arrangement. My expectation is the Determinations Leadership Team will consider this as an option when a Determinations Specialist vacancy arises.
Support for aligning the Weathertight and Compliance & Assurance functions	<ul style="list-style-type: none"> There was general support for this proposal with acknowledgement of how Weathertight Services aligns with the wider Assurance & Monitoring area of responsibility. It was also submitted that this proposal would bolster our overall technical and claims capability and ensure Weathertight Services will have somewhere to 'live' once a dedicated team for this work is no longer required. 	<ul style="list-style-type: none"> It is great that there is an understanding of the benefits and opportunities presented by this change. Aligning these functions will support more effective engagement with the sector, ensure that the National Manager Assurance & Monitoring has a more appropriate span of control, and ensure the Weathertight team's enduring contribution to the wider Building Regulatory System.
Disestablishment of the Principal Advisor Weathertight	<ul style="list-style-type: none"> Feedback expressed concern about the capacity and capability of the Weathertight team to deliver Weathertight transition work if the Principal Advisor Transition position were to be disestablished. While the proposal for Weathertight transition support to be provided by the Business Systems & Operations (BSO) team was noted, there were concerns about the capacity of this team to support this work given: <ul style="list-style-type: none"> the proposed disestablishment of one Senior Business Operations Advisor; the BSO team would also be required to support the work of the wider BSDA and Determinations teams; and the nature and volume of work remaining work. One submitter considered that the remaining work to transition Weathertight Services to closure has been underestimated, particularly in relation to two key workstreams that are in their preliminary scoping stages (the decommissioning of Lotus Notes and the migration of key documents into MAKO). 	<ul style="list-style-type: none"> I acknowledge the importance of the team having appropriate capacity and capability to deliver Weathertight transition work. While the Principal Advisor Transition position is being disestablished as part of the Final Decisions, I have listened to the concerns raised about the capacity of the BSO team to provide Weathertight transition support. As discussed above, all three Senior Business Operations Advisor roles are being retained (one for a fixed-term period of 8 months) in the Final Decisions and transition support for Weathertight Services will be provided by the Business Systems & Operations team.

Feedback on Proposal 1	Response
<p>Building Emergency Management Specialist positions</p> <ul style="list-style-type: none"> • Feedback was received that converting the Senior Building Emergency Management Specialist and Building Emergency Management Specialist into permanent positions would significantly benefit our emergency preparedness work programme and response efforts. It was submitted that making these roles permanent would: <ul style="list-style-type: none"> ○ ensure we have dedicated capacity and capability for the emergency management function. ○ provide continuity and stability in our emergency management framework (particularly important in light of the substantial changes proposed within Building System Performance). ○ demonstrate our commitment to prioritising safety and preparedness. • It was submitted that having all the Emergency Management positions within BSDA grouped together would be hugely advantageous as these roles need to be coordinated and working closely together. However, if this is not feasible, having the Building Emergency Management Specialist positions sit within the Compliance & Assurance team was considered sensible given the overlap with the administration of designations under subpart 6b and TA monitoring and compliance of how they apply those provisions in the Act. • One submitter also advocated for the titles of the Senior Building Emergency Management Specialist and Building Emergency Management Specialist to remain unchanged as this provides a foot-in-the-door when connecting with other emergency management professionals in the sector 	<ul style="list-style-type: none"> • The Senior Building Emergency Management Specialist and Building Emergency Management Specialist positions are permanent positions but they're filled on a fixed-term basis. • I have considered the feedback and am comfortable that the Building Emergency Management positions will remain filled on a fixed-term basis at this stage. While I recognise the valuable work being undertaken by these roles to progress our emergency preparedness work programme, as a portion of this work is project related fixed-term resource is appropriate at this time while we determine our long-term requirements.

Confirmed changes to our building and construction functions

After careful consideration of the feedback received, the final decisions relating to Proposal 1 are as follows:

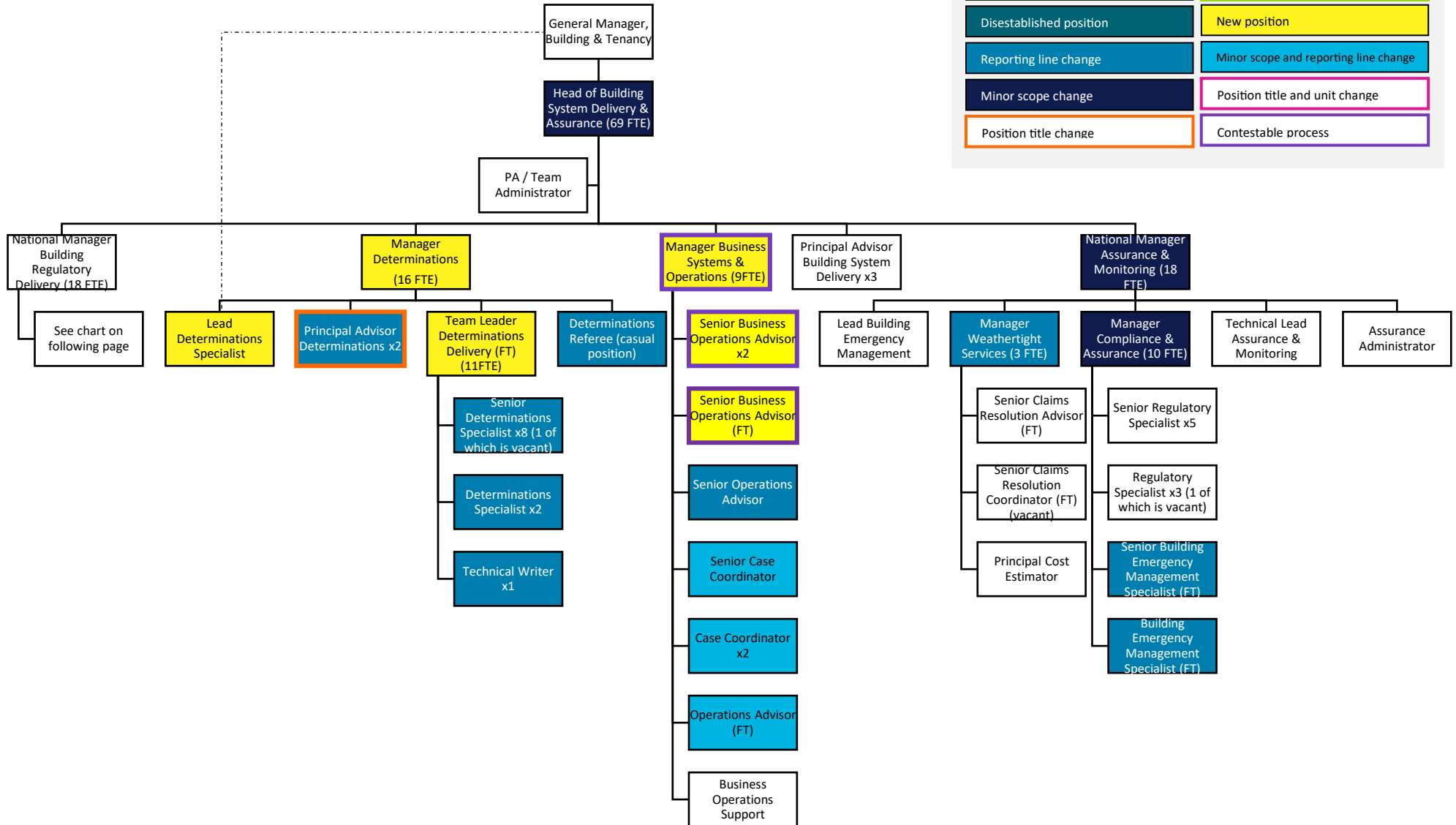
1. The Determinations and Weathertight Services functions will be brought into the Building System Delivery & Assurance team to improve alignment and cohesion for the building focused parts of the Branch. As a result of this change:
 - The **National Manager Building Resolution** will be disestablished.
 - The **Building Resolution PA / Team Administrator** will be disestablished.
 - There will be a minor scope change for the **Head of Building System Delivery & Assurance**.
2. A new **Manager Determinations** role will be established to lead the Determinations team and set the team's strategic direction and work programme to ensure it can effectively deliver its regulatory functions.
3. A new **Team Lead Determinations Delivery** role will be established to manage the resourcing, operational processes, and case flow of a technical team of Determination Specialists and Technical Writers to deliver determinations services consistent with relevant statutes and best practice standards.
4. A new **Lead Determinations Specialist** role will be established to take the lead on technical and statutory matters across determinations decisions and any themes that require necessary or desirable change through practice or legislative amendment.
5. As a result of the confirmed changes to the structure of the Determinations functions:
 - The **Manager Advisory** will be disestablished.
 - One **Technical Writer (FT)** role will be disestablished.
 - One **Principal Advisor Determinations** (vacant) will be disestablished.
6. There will be a change in reporting line for **2x Determinations Specialists** to the Team Lead Determinations Delivery.
7. There will be a change in reporting line for **8x Senior Determinations Specialists** (1 of which is vacant) to the Team Lead Determinations Delivery.
8. There will be a change in position title for **2x Principal Advisor** positions to Principal Advisor Determinations and a change in reporting line to the Manager Determinations.
9. There will be a change in reporting line for the **Determinations Referee** (casual position) to the Manager Determinations.
6. To support us to operate in a more cohesive, integrated, and collaborative way the roles currently within the Building Resolution Operations Support and Improvement team will be split between the newly established Determinations Team and the Business Systems & Operations team. A new **Manager Business Systems & Operations** will be established to lead this team (filled via a contestable reassignment process ring-fenced to the existing **Manager Operations Support and Improvement** and **Manager Business Systems & Operations**).
7. As a result of the changes to the Operations Support and Improvement and Business Systems & Operations teams:
 - The **Manager Operations Support and Improvement** will be disestablished.
 - The **Manager Business Systems & Operations** will be disestablished.
 - **3x Senior Business Operations Advisors** will be disestablished.
 - **2x Senior Business Operations Advisors** will be established (filled via a contestable reassignment process ring-fenced to the existing Senior Business Operations Advisors).
 - **1x fixed-term Senior Business Operations Advisor** will be established (filled via a contestable reassignment process ring-fenced to the existing Senior Business Operations Advisors).

- There will be a minor scope change for the **Senior Operations Advisor** and a change in reporting line for this position to the Manager Business Systems & Operations.
 - There will be a minor scope change for **2x Case Coordinator** positions and a change in reporting line for this position to the Manager Business Systems & Operations.
 - There will be a minor scope change for **Senior Case Coordinator** position and a change in reporting line for this position to the Manager Business Systems & Operations.
 - There will be a change in reporting line for **1x Technical Writer** to the Team Lead Determinations Delivery.
 - There will be a minor scope change for the **Operations Advisor (FT)** and a change in reporting line for this position to the Manager Business Systems & Operations.
8. The Weathertight Services team (with the exception of the Operations Advisor role) will report to the National Manager Assurance & Monitoring and responsibility for the transition to closure work will be moved to the Business Systems & Operations team. As a result of these changes:
- The **Principal Advisor Transition (FT)** will be disestablished.
 - There will be a change in reporting line for the **Manager Weathertight Services** to the National Manager Assurance and Monitoring.
- There will be a minor scope change for the **National Manager Assurance and Monitoring**.
9. To give effect to the Government’s decision to discontinue the Earthquake-Prone Building Support Service pilot:
- The **Manager Emergency Management & Support Services** will be disestablished.
 - **2x Case Manager EPBSS** positions will be disestablished.
 - There will be a change in reporting line for the **Building Emergency Management Specialist (FT)** to the Manager Compliance & Assurance.
 - There will be a change in reporting line for the **Senior Building Emergency Management Specialist (FT)** to the Manager Compliance & Assurance
 - There will be a minor scope change for the **Manager Compliance & Assurance**.

Confirmed organisational chart – Building System Delivery & Assurance

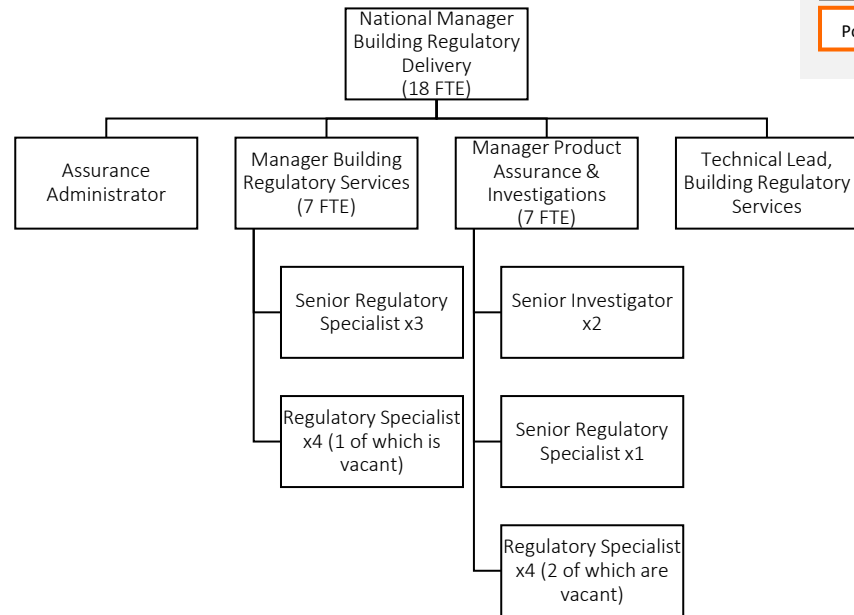
KEY:

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



Confirmed organisational chart – Building System Delivery & Assurance

Building Regulatory Delivery



KEY:

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

Proposal 2 – Realignment of Tenancy Services teams

Why change was proposed

MBIE is the central regulator for the residential tenancies and unit titles sectors and is responsible for delivering a range of frontline services critical to ensuring a well-functioning housing and tenancy system. The last review of the Tenancy Services structure in 2021 saw a number of changes to strengthen our approach and response to the challenges in the sector and provide improved service delivery across the tenancy system as a whole.

With these changes now embedded, and in the current environment of fiscal constraint, there is a need to look at how we are delivering our regulatory and service delivery functions to ensure that we are being as efficient and effective as possible.

Taking account of the current and future direction of our services and regulatory activities, it is also important that we look for ways that we can think and work differently to become more efficient and effective as a regulator, increase the impact we can have and improve the outcomes we are seeking for our customers.

Summary of changes proposed

The key changes outlined in the change proposal were:

- Reducing the number of team within Tenancy Bond Services from four to three to align spans of control with MBIE best practice.
- Introducing a new operating model and structure for Tenancy Compliance and Investigations centred around our core services areas of compliance and investigations to support the effective delivery of our statutory duties.

The following table summarises the proposed changes to individual positions:

Ref.	Proposed change
2A	Disestablish Team Leader Tenancy Bond Services (FT)
2B	Disestablish vacant Tenancy Bond Officers x3
2C	Disestablish Regional Operations Manager x4
2D	Disestablish Support Officer x4
2E	Change in reporting line for Senior Tenancy Bond Officers x2
2F	Change in reporting line for Tenancy Bond Officer x9 (1 of which is vacant)
2G	Change in reporting line for Compliance Officers x15
2H	Change in reporting line for Investigators x14
2I	Change in reporting line and change in position title for Investigations Officer
2J	Change in reporting line for Senior Investigators x5
2K	Establish x3 Support Officer (filled via contestable reconfirmation)
2L	Establish Operations Manager Compliance (filled via contestable reassignment)
2M	Establish Operations Manager Investigations (Northern) (filled via contestable reassignment)
2N	Establish Operations Manager Investigations (Central & Southern) (filled via contestable reassignment)

Your feedback on Proposal 2

Your feedback was generally supportive of the proposals to reduce the number of Team Leaders and teams within Tenancy Bond Services (TBS) to three and to disestablish three of our vacant Tenancy Bond Officer positions, noting that this would ensure our people leaders have reasonable spans of leadership and team size and that given the team typically carries a number of vacant positions at any one time this would be unlikely to materially impact service delivery. Your feedback also acknowledged that the Tenancy Bond Transformation programme will necessitate further changes to how TBS operates in the future.

There was a range of feedback received on the proposed new operating model for the Tenancy Compliance and Investigations team. Some feedback expressed concerns that the current model is driving inconsistent practice and creating a negative team culture, and there were several requests to reconsider the existing regional boundaries and ensure our structure enables resources to be redistributed to the areas where evidence shows it's needed most.

There were some concerns expressed that separate compliance and investigations teams would add difficulties to day-to-day operations, noting that these roles often rely on each other, as well as some concerns that this approach could impact career progression opportunities for our people. A number of alternative operating models were suggested, including retaining the existing model, having a single investigations team, and having the investigations team split by proactive and reactive work.

There was some discussion on the differences in team size and the potential for the disproportionate Support Officer workload that would result from this. The span of control for the Operations Manager Compliance was also cited as an area for further consideration, and there were also requests to immediately address the imbalance in team size and composition between the two Investigations teams through this change process as opposed to when vacancies arose.

There was opposition to the proposed reduction of the Support Officer positions. The important role these positions play in the delivery of our services was acknowledged by many, and there were concerns that there would be insufficient capacity if these roles were reduced by one. A number of pieces of feedback considered that two support officers should be allocated to the Compliance Team given the high demand for Support Officers from our compliance activity. Clarity was also sought on the rationale for excluding the National Support Officer from the scope of the proposed reduction in roles.

I have carefully considered all your feedback and ideas and as a result the Final Decisions reflect a number of changes compared to the original change proposal. The following table summarises feedback we received about Proposal 2, with specific responses to clarify questions or comments raised.

Table 2: Feedback on Proposal 2 – Realignment of Tenancy Services Teams

Feedback on Proposal 2	Response	
<p>Support for the proposals within Tenancy Bond Services</p>	<ul style="list-style-type: none"> • Feedback was generally supportive of the proposed changes to Tenancy Bond Services (TBS), particularly given the introduction of the new bond system later this year. There was one submission expressing concern about the additional pressure the remaining Team Leader positions will face if the fourth Team Leader role is disestablished. • While a couple of submissions questioned whether TBS can afford to lose three positions while delivering their business-as-usual activity, other submitters noted that this was unlikely to have a material impact on service delivery given the number of vacancies often held by TBS. • A suggestion was made to consider a new structure for TBS now, rather than waiting for the new bond system to be implemented, noting there are opportunities to streamline services and consider placement of roles within other areas of the business. • It was also suggested that in changing reporting lines for some of the Tenancy Bond Officers, consideration be given to the range of skillsets required each to allow any business-as-usual work streams to be completed within any individual team. 	<ul style="list-style-type: none"> • It is great that there is support for this change. Reducing the number of Tenancy Bond Services teams from four to three will ensure our people leaders have reasonable spans of leadership and team size. • As a result of your feedback, I am comfortable disestablishing the three vacant Tenancy Bond Officer positions. Based on further analysis undertaken on the appropriate level of baseline resourcing for Senior/Tenancy Bond Officers, I will also be disestablishing a fourth vacant Tenancy Bond Officer position as part of the final decisions. • The Tenancy Bond Transformation programme will necessitate further changes to how the team operates and the skillsets and size of the team in future.
<p>Changing the operating model from a regionally focus to a functional focus</p>	<ul style="list-style-type: none"> • There was mixed feedback received on the proposal to shift away from the current regionally-focussed structure to a structure focused around our core service areas of compliance and investigations. • Several submitters supported the proposal. These submitters considered that: <ul style="list-style-type: none"> ○ the current structure is not fit-for-purpose, causes fragmentation, limits knowledge sharing, drives inconsistency practice, and is creating a negative team culture. ○ a nationally consistent approach will support a “one team” culture and create better connections across the country, promote better knowledge sharing, and ensure consistent practice. ○ having separate teams dedicated to high-volume compliance with low level of intervention and investigations delivers significant benefits for educating parties, increasing compliance, and targeting the most egregious harm while also providing opportunities for our people. 	<ul style="list-style-type: none"> • Having considered your feedback I am comfortable moving away from the current regional-based structure and introducing a structure based around our core service areas of compliance and investigations. It is clear from the feedback received that the current regional model is not delivering optimal outcomes and that changes are needed to address regional inconsistencies and ensuring our resources are targeted towards addressing the most significant risk and egregious harm. • While some alternative options were put forward, I do not consider these will deliver the changes needed to lift performance and achieve optimal outcomes from our compliance and investigations

Feedback on Proposal 2	Response
<ul style="list-style-type: none"> • Some submitters – while supportive of the change from regional to functional teams – expressed concerns in relation to the current split of the investigations team into Northern and Central/Southern teams, considering this risks continuing inconsistencies that are inherent in the current structure and could cause an imbalance in team workloads. • There was also support expressed for commissioning Te Whakatairanga’s Operational Policy and Regulatory Systems team to assist with implementing the new operating model to help facilitate the desired outcomes. • A number of submitters opposed the proposal. Reasons for opposition included: <ul style="list-style-type: none"> ○ the volume and complexity of work differs between regions and there needs to be a structure that enables resources to be redistributed to the areas where evidence shows it’s needed most. ○ separate compliance and investigations teams will add difficulties to day-to-day work, such as site visits and operations. It was noted that these roles overlap frequently and, as a small regulator, they are reliant on each other’s support to deliver for our customers. ○ a view that the current model of combined teams with a regional focus is the best way to meet objectives. ○ the proposed approach may result in the removal of early resolution, early resolution being dealt with by investigators (who should be focusing on investigations and more complex complaints) and the need to resize role functions. • Several alternatives to the proposal were also put forward including retaining the existing model, having a single investigations team, and having the investigations team split by proactive and reactive work. 	<p>activity. I remain of the view that a move to a functional and national approach is needed.</p> <ul style="list-style-type: none"> • As a result of your feedback, I have made some changes to position titles to clarify roles and responsibilities of the functions and reflect the national focus of our new teams. • As a result of your feedback the Support Officer positions have also been brought together and will report to the National Manager TCIT. Further details on this change is discussed below. • I acknowledge that implementing the Final Decisions will require TCIT to work in different ways and necessitates a reshaping of the existing work programme and priorities. I expect the new TCIT Leadership Team to work together (and in partnership with their wider Tenancy Services Leadership Team colleagues) to implement the new operating model and embed new ways of working into the business. • The Leadership Team will be supported in implementing the new operating model by Te Whakatairanga’s Strategy Performance and Design Branch.
<p>Clarification on approach for the Investigations teams</p> <ul style="list-style-type: none"> • There was some feedback received that the proposal appears to propose a hybrid model with a national focus for compliance activities, while the investigations teams still appears to be regionally focused. It was submitted that nationalising one team and regionalising the others is not in line with other MBIE regulators, with requests to clarify the rationale for this approach. • Several submitters considered there is an opportunity to reset the regional boundaries taking into account factors such as the volume and complexity of 	<ul style="list-style-type: none"> • While the consultation document proposed moving away from our regional-based structure and adopting a nationally consistent approach in delivering both compliance and investigations functions, I acknowledge your feedback that including regional references in the Investigations teams titles risks signalling that these teams are retaining a regional focus.

Feedback on Proposal 2	Response
	<p>work with the regions, the number of stakeholders, the number of active bonds, office consolidation and to create a fairer geographic spread.</p> <ul style="list-style-type: none"> • The intention of including the regions within the team titles was to give clarity for our people and People Leaders that these teams would have people located primarily in those regions (and that there isn't an expectation that our people move around the motu). • To clarify that both the Triage & Compliance and Investigations teams will have a national focus, references to regions have been removed from the final structure. Our people will not be expected to move or change locations as a result of this decision
<p>Differences in team size and composition</p>	<ul style="list-style-type: none"> • Feedback was received that the proposal would drive differences in team size and composition. While it was noted that these can be addressed over time with recruitment decisions, concerns were raised about: <ul style="list-style-type: none"> ○ the span of control for the Operations Manager Compliance – which some submitters considered to be too high and out of step with comparable roles (such as in the Labour Inspectorate). ○ the disproportionate Support Officer workload that would result from differing team sizes (as discussed below). • The disproportionate number of Senior Investigators in one region and the potential for this to undermine achieving an appropriate national presence for TCIT. <ul style="list-style-type: none"> • The current spread of people by location means that teams may have different balance under the new structure, this can be realigned over time if required through recruitment of vacancies. • Additionally, one of the benefits of adopting a national approach is that our resources can be more easily aligned with demand, with people working on cases outside of the region in which they are based. Capacity and capability is not restricted by geographical location. • I acknowledge the concerns that the span of control for the Operations Manager Compliance. As part of the final decisions, the vacant compliance officer role will be disestablished, and a new Investigator position established. This will reduce the span of control for the Operations Manager to 14 FTE. Noting the benefits that the operating model change will provide I consider this is manageable.
<p>Opposition to the reduction of Support Officer positions</p>	<ul style="list-style-type: none"> • Feedback expressed concern with the proposed disestablishment of one of the existing four Support Officer positions, with a number of submitters recommending all four roles be retained. Feedback was received that: <ul style="list-style-type: none"> • I acknowledge the important role that our Support Officers play in the effective delivery of our statutory duties and the concern that the proposal did not allocate sufficient capacity to the Compliance team

Feedback on Proposal 2	Response
<ul style="list-style-type: none"> ○ Support Officers within TCIT carry out a wide range of functions on behalf of all of TCIT including the triaging of incoming complaints, the generation cases as needed for both Compliance Officers and Investigators, fleet management, assisting with OIAs, database maintenance and the monitoring of training needs. ○ the Support Officer positions are already facing capacity issues due to leave and one role currently vacant, and that the workload warrants four FTE. ● Concerns were also expressed about discrepancies in Support Officer workloads under the proposed structure. Several submitters considered that at least two Support Officers would be required to assist with the workload in the Compliance team. ● A suggestion of disestablishing a vacant Compliance Officer position was put forward as a way of retaining all four Support Officer positions without having an impact on the net FTE reduction. 	<p>and could lead to discrepancies and Support Officer workloads.</p> <ul style="list-style-type: none"> ● While I will be proceeding with a reduction in the number of Support Officer positions, all three remaining roles will be brought together and will report to the National Manager TCIT and support the work of the Triage & Compliance team. This will support a nationally consistent approach to compliance activity and triage approach, reduce some duplication and create opportunities for efficiencies that will assist in reducing workload pressures and ensure business continuity for the Support Officer positions.
<p>Role of the National Support Officer</p> <ul style="list-style-type: none"> ● There were number of requests for clarity as to why the National Support Officer role was not included in the change proposal. ● There was some feedback received that this role could have a position title change to PA/Team Administrator to reflect the nature of their work and for consistency with other MBIE teams. ● There was also question as to whether this role is required for such a small regulatory team, with a suggestion that this position could be removed from the structure and the work distributed to the Support Officers (provided all four Support Officer positions were retained). 	<ul style="list-style-type: none"> ● I have considered the feedback received and agree that a position title change for the National Support Officer is appropriate. ● The position title has been changed to National Administration Officer to distinguish this role from the Support Officer positions and better reflect the responsibilities of the role.
<p>Job sizing for the proposed Operations Manager positions</p> <ul style="list-style-type: none"> ● Feedback questioned the role sizing of the Operations Manager positions. 	<ul style="list-style-type: none"> ● All of the newly established or substantially amended positions have been reviewed by our MBIE Remuneration and Rewards team through job evaluation.
<p>Impact of the proposal on career progression</p> <ul style="list-style-type: none"> ● There was some feedback received requesting clarification on how the proposal would impact career progression. ● Some concerns were raised that separate compliance and investigations teams could make career progression more difficult, and that with a potential 	<ul style="list-style-type: none"> ● I have considered the feedback received and consider the existing Karearea progression framework should remain relevant under the new structure. However, my expectation is that the TCIT

Feedback on Proposal 2		Response
	<p>depletion of the Compliance Officer team over time due to progression to Investigator roles, there is a need to revisit the sustainability and effectiveness of the existing plan.</p> <ul style="list-style-type: none"> • A submission considered that this change may present an opportunities to change the TCIT progression system and split it into two – Compliance Officer and Senior Compliance Officer, and Investigator and Senior Investigator. 	<p>Leadership Team will review how the existing Karearea framework is working under the new operating model and provide me with any recommendations if it is not working as expected.</p> <ul style="list-style-type: none"> • I do not agree with creating a new Senior Compliance Officer role. I do not consider such a role to be necessary to deliver our regulatory activities.
Impact on the 3,000 interventions target	<ul style="list-style-type: none"> • Feedback was received requesting clarity on how this proposal will impact the 3,000 interventions target. 	<ul style="list-style-type: none"> • It is entirely appropriate that we have measures in place to hold ourselves accountable, but I am very open to reviewing what they are. • I have asked the TCIT Leadership Team to provide the Head of Tenancy and I with recommendations on appropriate alternative measures that focus more on the impact that we are seeking to achieve through our work, as opposed to only a strict quantitative measure.
Clarifying the roles of the Practice & Stewardship team	<ul style="list-style-type: none"> • Feedback was received suggesting that there is a need to clarify the roles and responsibilities of the Principal Investigator role and the wider Practice & Stewardship team compared to the TCIT team. 	<ul style="list-style-type: none"> • It is my expectation that the Tenancy Services Leadership Team take a collaborative and cohesive approach to their work and encourage a culture of teams working in partnership. • If clarity is required on the roles and responsibilities, there is an opportunity for the Tenancy Services Leadership Team to address this.

Confirmed changes

After careful consideration of the feedback received, the final decisions the final decisions relating to Proposal 2 are as follows:

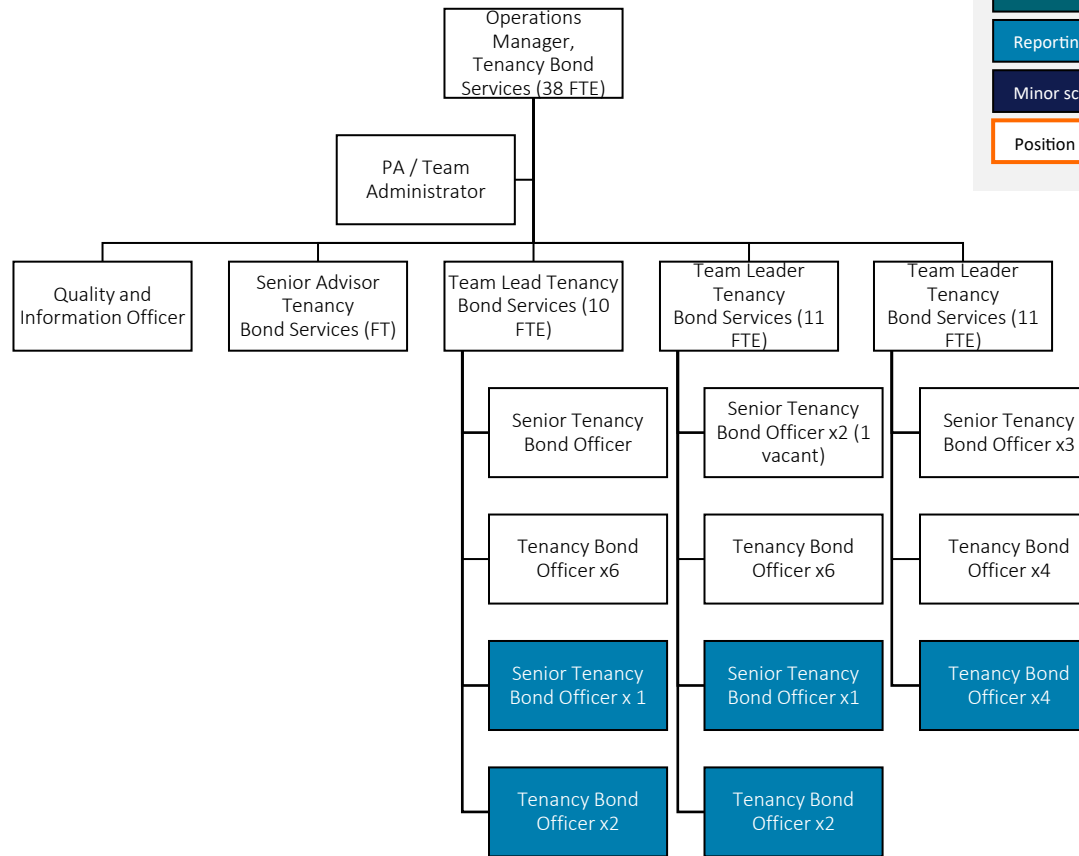
1. To ensure appropriate spans of control within Tenancy Bond Services **1x Team Leader Tenancy Bond Services** role will be disestablished.
2. As a result of the confirmed Tenancy Bond Services Leadership Team structure there will be a change in reporting line for **2x Senior Tenancy Bond Officer** and **6x Tenancy Bond Officer** positions, with positions allocated to teams to address existing imbalances in team size.
3. Four vacant **Tenancy Bond Officer** positions will be disestablished.
4. There will be a shift away from the current regional-based operating model for the Tenancy Compliance and Investigations Team, with a new nationally-focused structure centred around our functions of compliance and investigations introduced. As a result of this change:
 - **4x Regional Operations Managers** will be disestablished.
 - An **Operations Manager Triage & Compliance** will be established to lead a team to deliver the Triage & Compliance function under the residential tenancies and unit titles legislation.
 - **2x Operations Manager Investigations** positions will be established to lead teams to deliver the Tenancy Investigations function, relating to investigations and enforcement under the residential tenancies and unit titles legislation

The new Operations Manager roles will be filled via a contestable reassignment process, ring-fenced to the four individuals who substantively hold the Regional Operations Manager roles.

5. As a result of the confirmed new TCIT Leadership Team structure:
 - **4x Support Officer** positions will be disestablished

- **3x Support Officer positions** will be established, reporting to the National Manager Tenancy Compliance and Investigations and delivering support to the Triage & Compliance team. These roles will be filled via a contestable reconfirmation process ring-fenced to the four individuals who substantively hold the current Support Officer positions.
- There will be a change in position title for the **National Support Officer** to National Administration Officer to distinguish this role from the Support Officer positions and better reflect the responsibilities of the role.
- Reporting line changes are confirmed for **14x Compliance Officer** positions to the Operations Manager Triage & Compliance
- Reporting line changes are confirmed for the **14x Investigator and 5x Senior Investigator** positions through to newly established Operations Manager Investigations roles. Investigator and Senior Investigator roles be allocated to the new teams based on their existing location.
- The **Investigations Officer** will have a position title change to Investigator and a change in reporting line to one of the Operations Manager Investigations roles.
- **1x vacant Compliance Officer** position will be disestablished.
- A new **Investigator** position will be established.

Confirmed organisational chart – Tenancy Bond Services



KEY:

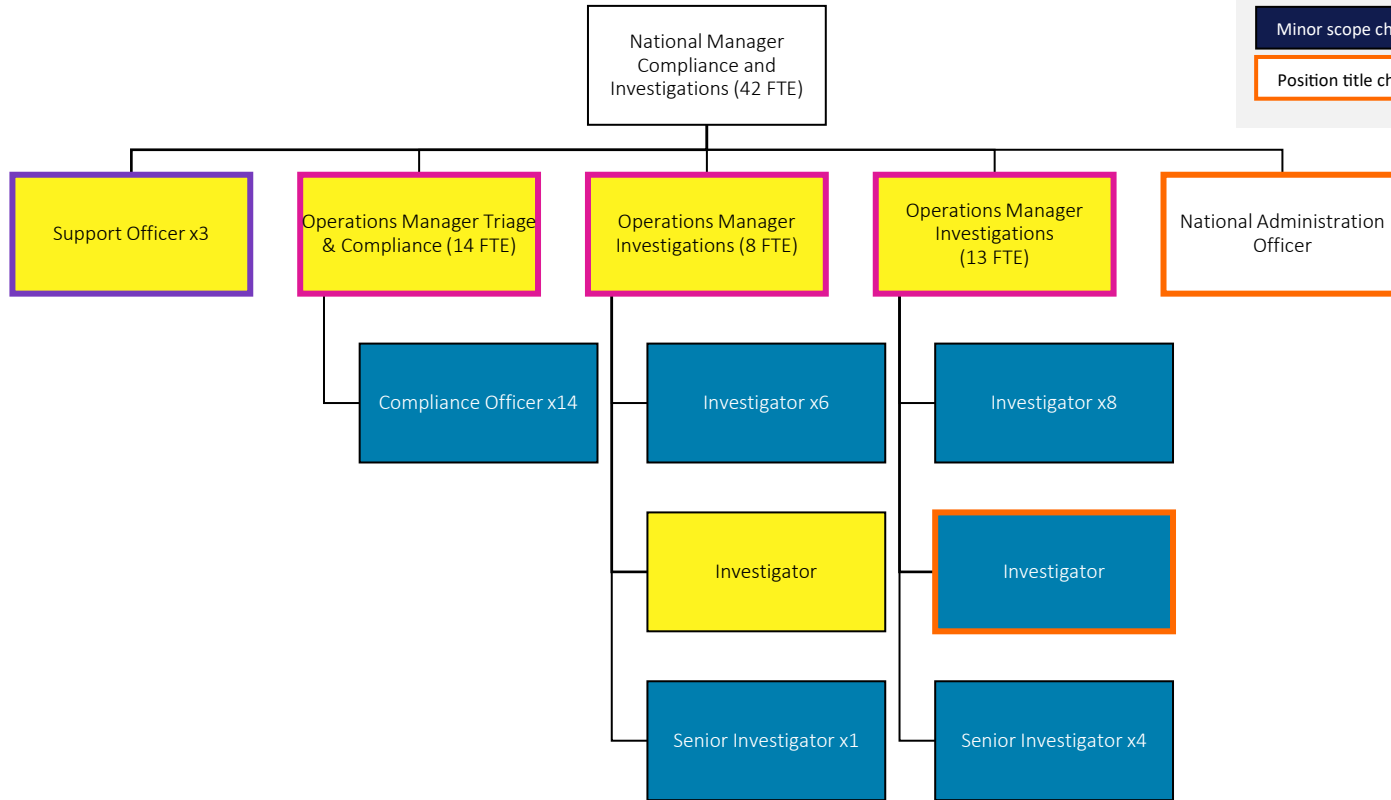
No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation

The specific reporting line for the Senior TBO's and TBO's of those changing reporting line will be worked through with leadership to be spread across the three remaining teams.

Confirmed organisational chart – Tenancy Compliance and Investigations

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



Proposal 3 – Adjusting the size of the Temporary Accommodation Service’s Business Directorate function

Why change was proposed

The Temporary Accommodation Service (TAS) scaled up significantly in response to the North Island Weather Events from a core team of 16 FTE to around 200 FTE. Since those events, over 3,100 households have registered for temporary accommodation support and TAS has accommodated over 1,200 households. Around 180 households are currently in TAS accommodation, a reduction of almost 20 during the consultation period.

There is a need to resize TAS’s Business Directorate function to better align with reduced demand, manage its capacity and capability in response to reduced funding, and ensure appropriate spans of control for People Leader positions within the function.

Summary of changes proposed

The key changes outlined in the change proposal were:

- Reduction and changes to the leadership of the Business Directorate function to align with reduced demand and the proposed reduced team size.
- Amending the size, structure, and role focus of the Business Directorate team to reflect the volume and direction of current and future work.

The following table summarises the proposed changes to individual positions:

Ref.	Proposed change
3A	Disestablish Business Director
3B	Disestablish Business Improvement Team Leader
3C	Disestablish Senior Business Advisor
3D	Disestablish Business Analyst x1
3E	Disestablish Senior Reporting Insights Analyst
3F	Disestablish Senior Operational Policy Advisor x1 (FT)
3G	Change in reporting line for Business Analyst x1
3H	Change in reporting line for Senior Advisor Operational Policy
3I	Change in reporting line for Operational Engagement Advisor
3J	Change in reporting line for Senior Advisor Service Delivery
3K	Change in reporting line and minor change in scope for Business Support Team Leader
3L	Establish Senior Business Operations Advisor (FT)

Your feedback on Proposal 3

There were a number of pieces of feedback received on the proposal to adjust the size of TAS’s Business Directorate function. While most of you recognised the need to right-size this function to account for reduced demand and changes in the nature of work, there were some concerns about where responsibilities for key elements of the Business Director’s role would sit if this position were to be disestablished. Feedback was mixed on whether the Business Support and wider TAS teams had capacity to absorb the responsibilities of other roles proposed for disestablishment.

There was a range of feedback received on proposed reporting line changes. Feedback generally opposed the Business Analyst role reporting to the Head of Accommodation, considering the role’s focus was more aligned the Business Support team and it was suggested that having the Senior Advisor Operational Policy role sit within Te Whakatairanga’s Operational Policy and Regulatory Systems team would provide this role with the expertise and support of other similar operational policy professionals. A reporting line change for the Business Support Team Leader to the National Manager Temporary Accommodation Service was also recommended to ensure the Head of Accommodation role has capacity to focus on strategic matters and the Business Support team had additional leadership support.

There was significant feedback received expressing concern about TAS’s ability to effectively respond to future events and the need to deliver initiatives to lift our readiness maturity and help with the scalability of our operations for future responses.

There were a number of pieces of feedback expressing concern about the disestablishment of fixed-term roles outside of the Business Directorate function and the impact this would have on TAS Service Delivery. Clarity on which fixed-term roles within the TAS structure will be extended after 30 June 2024 was requested in a number of pieces of feedback, with many suggesting all fixed-term and secondment agreements be extended for at least six months.

There were also some suggestions made that this change process could be an opportunity to streamline other TAS functions, acknowledging the ever-evolving nature of TAS over its lifecycle.

I have carefully considered all your feedback and ideas and as a result the Final Decisions reflect a number of changes compared to the original change proposal. The following table summarises feedback we received about Proposal 3, with specific responses to clarify questions or comments raised. I considered feedback received across all available feedback channels.

Table 3: Feedback on Proposal 3 – Adjusting the size of the Temporary Accommodation Service’s Business Directorate Function

Feedback on Proposal 3		Response
<p>Requests for clarity on the scope of the TAS changes</p>	<ul style="list-style-type: none"> A couple of submitters requested clarity on why the Business Directorate was the only TAS function being considered within the Change Proposal. It was noted that other teams within TAS, as well as wider Building & Tenancy, have spans of control out of step with MBIE best practice yet these have been excluded from the proposal. 	<ul style="list-style-type: none"> The size and structure of TAS has evolved and changed over the lifecycle of its response to the North Island Weather Events (NIWE). With the smaller number of households now in TAS, it is appropriate to resize the Business Directorate function to align with reduced demand. Other areas of TAS will also be resized through adjustments to fixed-term and secondment arrangements. As discussed below, this will see some fixed-term and secondment arrangements come to their natural end, but some roles will be extended past 30 June 2024.

Feedback on Proposal 3		Response
		<ul style="list-style-type: none"> Over time, my expectation is that TAS will return to a structure that is similar to its pre-NIWE structure (which did not have a Business Directorate or a Business Management function), although adjustments may be necessary to recognise the lessons from the NIWE response and the recommendations from the two recent Inquiries that have been completed since the NIWE responses.
Disestablishment of fixed-term roles outside of the Business Directorate function	<ul style="list-style-type: none"> A number of pieces of feedback were received expressing concern that all fixed-term positions contracts within TAS were proposed to be ended on 30 June 2024, and that this would have a significant impact on TAS Service Delivery and result in negative outcomes for the households that remain in TAS supply. Feedback noted that institutional knowledge within certain teams cannot be easily transferred or replicated, and there is still significant work to be done relating to polices and processes and securing contracts to ensure TAS can operate effectively and efficiently for future responses. Several submitters recommended extending fixed-term and secondment agreements for a minimum of six-months (with staggered end dates) to allow for the gradual phasing out of roles as demand decreases and processes are embedded. 	<ul style="list-style-type: none"> The consultation document did not propose ending all fixed-term contracts on 30 June 2024. The changes relating to the TAS are limited to positions within the Business Directorate function. This position was reiterated in an email from the Head of Accommodation on 21 April 2024. As noted in the consultation document TAS's overall FTE is reducing in line with demand and funding for the service through some fixed-term arrangements coming to their natural end. This is a standard process and practice and is separate to the change process currently underway. I am working with the Head of Accommodation to identify the critical capability and capacity needs for TAS post 30-June 2024 and we will provide clarity to our people as soon as we are able to.
Proposed disestablishment of the Business Director role	<ul style="list-style-type: none"> There was mixed feedback received on the proposal to disestablish the Business Director role. While some submitters were supportive of the proposal, a number of submitters expressed concerns with the proposal, including: <ul style="list-style-type: none"> concerns that key functions – such as training, quality assurance, and knowledge base – will be lost with the disestablishment of this role. it is unclear where key responsibilities of this role – such as statutory reporting, CRM system management, and change and risk management will sit. It was submitted that the Business Support Team Leader role's capacity has already been impacted following the removal of the Business Improvement Team Lead role in April, limiting their ability to pick up these responsibilities. 	<ul style="list-style-type: none"> I have considered the feedback received and am comfortable that the decision to disestablish the Business Director role is appropriate given the current and future direction of the TAS work programme. While I agree that aspects of the business directorate will still need to be delivered, this work can be delivered through the Business Support team or through other TAS teams, supported by the wider TAS Leadership Team. With the smaller number of households now in TAS, some work will need to be scaled-back or stopped to align with demand.

Feedback on Proposal 3	Response	
	<ul style="list-style-type: none"> ○ the impact of this disestablishment will be exacerbated by the disestablishment of the Senior Business Advisor and Senior Reporting Insights Analyst. ○ there is a risk that the quality of work delivered across TAS will reduce, due to continually shifting responsibilities and a poor planning regime. ○ recognition that the Business Directorate takes pressure off TAS operational teams enabling them to focus on the customer, and the disestablishment of this role will have impacts across the wider business. ○ questions as to how disputes and complaints, AuditNZ, governance and strategic leadership, readiness, and statutory reporting cycle and legislative requirements will be met if the Business Director role is disestablished. ○ acknowledgement of the importance of keeping this work undertaken by the Business Advisory function separate from the area that it will be deployed to so that it retains integrity is very important. ● One submitter suggested that the Team Leader positions are both disestablished instead of the Business Director role, but that if the proposal proceeds, the central resource from the Branch Business Management team should be specifically dedicated to support TAS to complete statutory reporting and other key functions currently performed by the Business Director. 	
<p>Reporting line for the Business Analyst role</p>	<ul style="list-style-type: none"> ● Feedback generally opposed this position reporting to the Head of Accommodation given the focus of this role’s work and believed that it would be better supported by being in a team with others who have similar jobs, and that its proposed reporting line is contrary to the principle that accountability is delegated to the lowest level of management possible. ● Several alternative reporting lines were proposed, including the Business Support Team Leader, the Manager Response and Operations (alongside the Senior Advisor Service Delivery) and the National Manager TAS. ● One submitter considered that both Business Analyst roles could be disestablished as much of their work has now been absorbed by other operational teams within TAS and there remains sufficient resource in the proposed Business Support team. 	<ul style="list-style-type: none"> ● I have considered the feedback put forward around the location of the Business Analyst role within TAS’s structure and agree with the feedback suggesting this role report to the Business Support Team Leader. The responsibilities of this role are better aligned with the Business Support Team and this reporting line change will ensure similar skillsets are located together.

Feedback on Proposal 3	Response	
<p>Reporting line for the Senior Advisor Operational Policy</p>	<ul style="list-style-type: none"> • There was support for reducing the size of TAS’s operational policy function, noting this aligned with the change in operational activity during the later stages of a TAS response, the natural reduction in the operational policy work programme, and capability and capacity in other areas of TAS and Te Whakatairanga Service Delivery. It was noted however, that with three Principal or Senior-level Policy Advisors having left TAS, there is a risk to be considered with leaving only one Operational Policy role. • Feedback suggested that consideration should be given to having the Senior Advisor Operational Policy role sit within the Operational Policy and Regulatory Systems (OPRS) team within the Strategy, Design & Performance Branch, while remaining entirely focused on TAS work. This would allow this role to have the expertise and support of other similar policy professionals rather than having to operate in a silo divorced from knowledge of other operational policy activities across the Group. The centralised of OPRS TAS support would also help to mitigate any risks associated with the loss of capability and capacity in the wider TAS Business Directorate function. 	<ul style="list-style-type: none"> • I have considered the feedback and after consultation with the General Manager, Strategy, Performance & Design we have agreed that the Senior Advisor Operational Policy should join the OPRS team to align skillsets and support business continuity. This means that this role will report through to the Manager Operational Policy and Regulatory Systems for the remainder of the fixed-term arrangement and will be located in the same team as the Principal Advisor supporting TAS.
<p>Reporting line for Senior Advisor Service Delivery</p>	<ul style="list-style-type: none"> • Feedback supported the proposed change in reporting line for the Senior Advisor Service Delivery, as it will allow much of the remaining Business Improvement work to transfer into the Matching & Placement team and will allow alignment with the workplans of the two new Senior Business Improvement Advisors in the same team. • One submitter questioned whether the Senior Advisor Service Delivery reporting to the National Manager Temporary Accommodation Service would make more sense for this role. 	<ul style="list-style-type: none"> • I have considered the alternative reporting line suggestion for the Senior Advisor Service Delivery however I consider that this role is more closely aligned with the work of the Response and Operations team.
<p>Reporting line for the Operational Engagement Advisor</p>	<ul style="list-style-type: none"> • Feedback was received recommending that the Operational Engagement Advisor role should report to the Manager Response and Operations instead of the Business Support Team Leader as it is an operational, not business support, role. This submitter expressed concern that the role’s inclusion in the Business Support Team risks drawing the team away from its core work. 	<ul style="list-style-type: none"> • I have considered the alternative reporting line suggestion for the Senior Advisor Service Delivery however I consider that the work undertaken in this role is more closely aligned with the work of the Business Support team.
<p>Proposed disestablishment of</p>	<ul style="list-style-type: none"> • One submitter supported the proposal to disestablish the Senior Business Advisor role, on the basis any remaining workload could be transferred to the National Manager TAS and/or the newly proposed Business Support team (both of which the submitter considered to have significant capacity). 	<ul style="list-style-type: none"> • I have considered the feedback received and taking into account the volume and nature of the team’s work I am comfortable with progressing with the disestablishment of the Senior Business Advisor role.

Feedback on Proposal 3		Response
the Senior Business Advisor role	<ul style="list-style-type: none"> Another submission was received supporting the retention of this position, considering that this proposal risks impacting our reporting capacity and capability. 	
Reporting line for the Business Support Team Leader	<ul style="list-style-type: none"> There was some feedback received proposing a change in reporting line for Business Support Team Leader to the National Manager Temporary Accommodation Service. It was submitted that this role is better placed in an operational team, it would free up the Head of Accommodation role to focus on strategic matters rather than the day-to-day operational work, and provide the National Manager TAS with a more appropriate span of control. 	<ul style="list-style-type: none"> I agree with the feedback that the Business Support Team Leader should report to the National Manager Temporary Accommodation Service. In addition to aligning this role with an operational team, this change will provide the Business Support Team Leader and wider Business Support team with additional leadership support and reduce the risk of the Head of Accommodation getting drawn into day-to-day operational work. This change results in a minor scope change for the National Manager Temporary Accommodation Service.
Job sizing for the Business Support Team Leader role	<ul style="list-style-type: none"> There was some feedback received that the Business Support Team Leader role has already picked up additional responsibilities following the removal of the Business Improvement Team Lead role in April. It was submitted that, should the proposal proceed, the role will have change substantially and will require resizing. There was also a suggestion that a position title change could be considered for this role. 	<ul style="list-style-type: none"> I acknowledge that the Business Support Team Leader role will pick up some additional responsibilities as a result of the disestablishment of the Business Director position, however, as discussed above, some work will be scaled-back or stopped to align with demand, and other work will be picked up by other TAS teams. Within this context, and with the role now reporting through to the National Manager Temporary Accommodation Service, I consider that the sizing remains appropriate.
Proposed establishment of a Senior Business Operations Advisor	<ul style="list-style-type: none"> It was submitted that the functions the Senior Reporting Insights Analyst fulfils are critical to TAS's ongoing ability to apply evidence in decision making, including provision of internal day-to-day information and reporting, dashboards for system consumption and detailed responses to official correspondence, and that rescoping of the role to incorporate the intel requirements of TAS addresses a gap within the current substantive team. Feedback noted that the newly proposed Senior Business Operations Advisor role will need to have sufficient skill and capability to take on all of the tasks of the Senior Reporting Insights Analyst and many new tasks from other disestablished roles. There was some feedback received that the position description for this proposed new position is light on confirming the intel gathering expectations, in 	<ul style="list-style-type: none"> I agree that intel gathering will be an important component of this role and have made some adjustments to the position description to reflect your feedback. All newly established positions have been reviewed by our MBIE Remuneration and Rewards team through job evaluation. This position has been confirmed as a Band R which is consistent with similar roles across MBIE.

Feedback on Proposal 3	Response
	<p>both a CIMS role and normal BAU. The banding of this position was also questioned.</p>
<p>Capability of TAS to respond to future events</p>	<ul style="list-style-type: none"> • Feedback was received that TAS is not in a position to effectively respond to future events and that dedicated resources are needed to focus on the challenges ahead of us and deliver initiatives to lift our readiness maturity and ensure we are prepared to effectively respond to any future events. • Some submitters noted the complexity of scaling up TAS from 16 to 200 FTE, which relied on substantial good will, patience, and support from wider MBIE. It was submitted that there remains significant work to do in “peace time” to help with the scalability of our operations. • Concerns were also expressed that, in the current operating environment, even if staff are interested in being involved in a response, managers are less willing to let their staff go on a secondment or deployment, as they risk not being able to backfill, or lose the position all together. • One submitter suggested that there is an opportunity within this restructure to build a network of at least 50 capable volunteers within MBIE who are skilled in the processes, policies, and application of TAS and could be rapidly deployed on the commencement of a major disaster event. The submitter recommended that the Business Improvement Team Leader position be retained under this model, along with two TAS training officers, tasked with ensuring on-going training and practices are undertaken to retain necessary capacity and capability to support scaling up of the service.
<p>Proposed changes to the wider TAS function</p>	<ul style="list-style-type: none"> • A number of pieces of feedback proposed changes outside of the Business Directorate functions. Proposals included: <ul style="list-style-type: none"> ○ Looking at opportunities to change our frontline teams, noting that across TAS there are other roles with spans of control out of step with MBIE best practice. ○ Considering the disestablishment of the two Relationship Manager positions which are currently vacant given the stage we are at in the TAS lifecycle. ○ Changes to position titles within the TAS Leadership structure (outside of the Business Directorate function) to clarify roles and responsibilities and better align with our practical operation.

Feedback on Proposal 3	Response
<ul style="list-style-type: none"> ○ The establishment of a Project Team to address household arrears. ○ Merging the accommodation and M&P teams into an Operations team to support better engagement and communication between these teams. ○ Shifting the Senior Improvement Advisors to the Business Support Team. ● Feedback suggested that it would be beneficial to align TAS' structure to a civil defence emergency management model, focused around reduction, readiness, response and recover to support. 	

Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 3 are as follows. The final decisions reflect changes made as a result of your feedback as well as some changes resulting from the natural evolution of TAS since the Change Proposal was released.

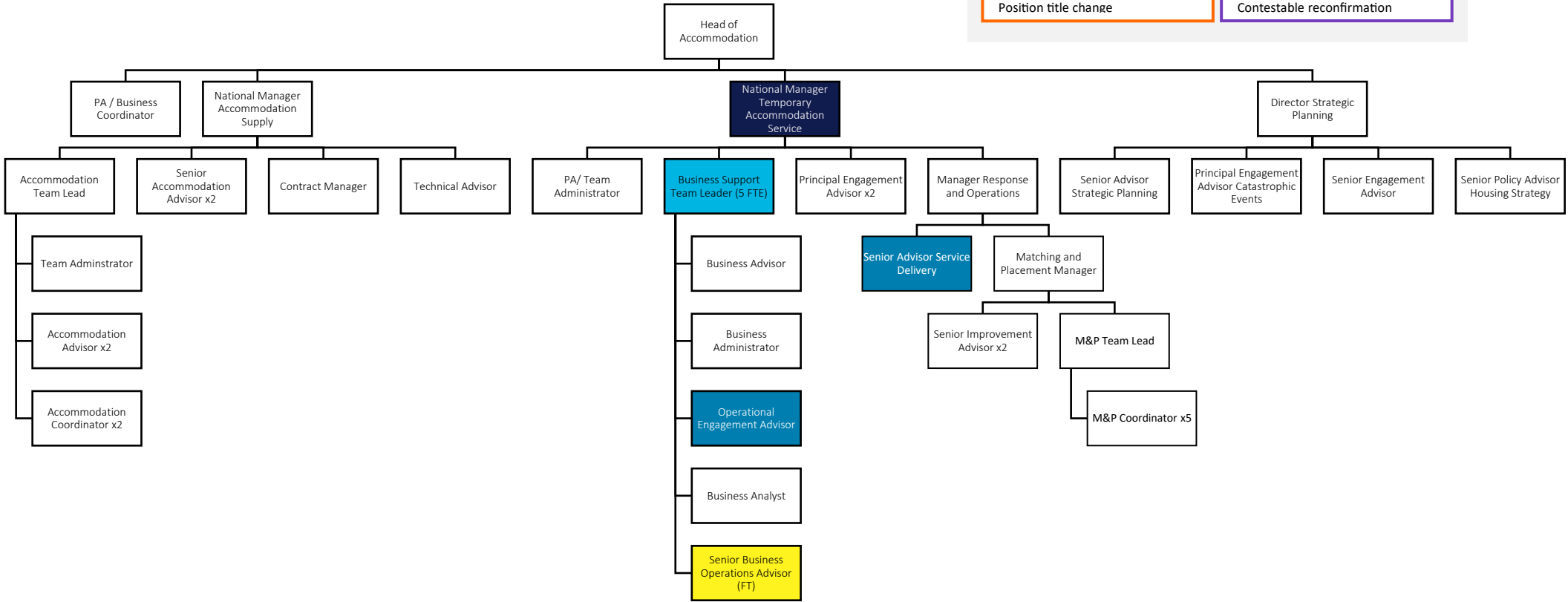
1. To right size the function and ensure appropriate spans of control for our people leaders the following changes are confirmed to the leadership roles within the Business Directorate function:
 - The **Business Director** will be disestablished.
 - A minor scope change for the **Business Support Team Leader** and a change in reporting line for this position to the National Manager Temporary Accommodation Service.
2. As a result of the confirmed changes to the Business Directorate leadership roles, the following changes are confirmed:
 - A change in reporting line for the **Senior Advisor Service Delivery** to the Manager Response and Operations.

- A change in reporting line for the **Operational Engagement Advisor** to the Business Support Team Leader.
 - A change in branch and reporting line for **1x Senior Operational Policy Advisor (FT)** to the Manager Operational Policy and Regulatory Systems.
 - A minor scope change for the **National Manager Temporary Accommodation Service**.
3. Taking into account the volume and nature of the team's work, the following changes are confirmed:
 - The **Senior Reporting Insights Analyst** will be disestablished.
 - **1x Senior Operational Policy Advisor (FT)** will be disestablished.
 - **1x Business Analyst** will be disestablished.
 - The **Senior Business Advisor** will be disestablished.
 4. A new fixed-term **Senior Business Operations Advisor** will be established to lead the business planning process for TAS and develop and maintain performance indicators and other metrics to monitor, measure and report on the team's progress and performance.

Confirmed organisational chart – Temporary Accommodation Service

KEY:

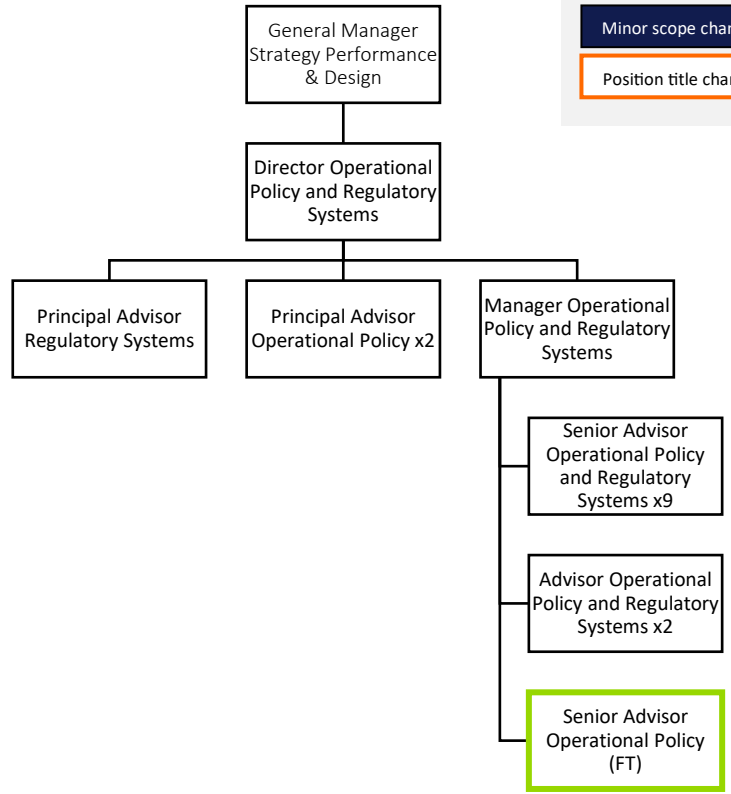
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation



Confirmed organisational chart – Operational Policy and Regulatory Systems

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation



Proposal 4 – Bringing the Principal Māori Advisors together

Why change was proposed

Our Principal Advisor Māori positions play an important part in providing high quality specialist strategic and pragmatic advice as well as programme design to ensure that each branch in Te Whakatairanga Service Delivery is well positioned to support the lifting of outcomes for Māori.

Within B&T, our Principal Advisor Māori roles have been instrumental in ensuring that Māori-Crown obligations are embedded in B&T system culture and supporting our people to further grow their cultural capability and deliver customer-focused services informed by Te Ao Māori. Their work programmes have led to improved engagement with Māori in key regions, supported B&T leaders to gain a better understanding of Māori stakeholders and priorities.

With these foundations in place, the impact these positions have can be amplified through bringing these roles together to advise on how our services, interactions and engagement can be improved to better meet the needs and aspirations of Māori in all the work that we do.

Summary of changes proposed

The key change outlined in the change proposal was to bring the Principal Advisor Māori positions together within the Engagement & Experience branch (the centre of expertise for different functions within Te Whakatairanga Service Delivery) to help build a Kaupapa Māori centre for engagement, risk management, research, design, evaluation and capability building.

The following table summarises the proposed changes to individual positions:

Ref.	Proposed change
4A	Change in branch and line manager for Principal Māori Advisor x2

Your feedback on Proposal 4

Feedback supported bringing our Principal Māori Advisors together within the Engagement & Experience branch. It was acknowledged that the impact these positions have can be amplified through bringing these roles together to advise on how our services, interactions and engagement can be improved to better meet the needs and aspirations of Māori in all the work that we do.

Feedback was provided on how this change could be implemented to ensure that we are continuing to support our people to grow their cultural capability and deliver customer-focused services informed by Te Ao Māori.

I have carefully considered all your feedback and ideas. The following table summarises feedback we received about Proposal 4, with specific responses to clarify questions or comments raised. I considered feedback received across all available feedback channels.

Table 4: Feedback on Proposal 4 – Bringing the Principal Māori Advisors together

Feedback on Proposal 4	Response
<p>Support for bringing the Principal Māori Advisors together</p> <ul style="list-style-type: none"> • Feedback was supportive of the proposal to bring our Principal Māori Advisor roles together within the Engagement & Experience branch. With regards to the position currently within TAS, it was noted that this proposal makes sense as TAS winds down and there are other needs in the business that also need a ‘Māori relationships approach’ especially in areas heavily influenced by MBIE and largely populated with Māori. • It was submitted that in order to achieve the desired outcomes: <ul style="list-style-type: none"> ○ there would need to be a clear portfolio management approach (similar to how we partner with Finance and P&C but with a more external focus where external stakeholders/iwi are allocated to the advisors based on the existing, strong relationships in place). ○ B&T will need to be clear about how this position would align/connect with the Leadership Team and the Business & Systems Delivery team. It was noted that the current approach is functioning well a in terms of relationships, perspective, and delivery and has profile and credibility, and could continue going forward with a dotted line to these teams as part of a portfolio management approach. ○ B&T to partner with the Engagement & Experience branch in developing the operating model and implementation plan for the new structure. • There was also a request for clarity on how we will ensure the right amount of capability will be applied to each area when Principal Advisor Māori roles are centralised. 	<ul style="list-style-type: none"> • This was useful and compelling feedback which recognises the important role our Principal Māori Advisors play providing high quality specialist strategic and pragmatic advice, as well as programme design, to ensure that each branch in the Group is well positioned to support lifting outcomes for Māori. • As this proposal remains under consideration as part of the Engagement & Experience branch change proposal, I am not making a final decision now. This feedback will be considered as part of that change proposal with a final decision expected on 16 May 2024.

Confirmed changes for B&T’s Principal Advisor Māori roles

As this proposal remains under consideration as part of the Engagement & Experience branch change proposal, I am not making a final decision now. This feedback will be

considered as part of the Engagement & Experience change proposal with a final decision expected on 16 May 2024.

Optimising delivery and achieving efficiencies in our business management functions

Across Te Whakatairanga Service Delivery, there are a number of teams responsible for the delivery of a range of business management functions designed to provide efficient and effective advisory and support services to managers and employees across our branches to help deliver MBIE's outcomes. As we consider how best to position ourselves to support the Government's priorities, including how we operate in a tighter financial environment, it is important that we actively consider if there are ways to optimise delivery and achieve efficiencies in our business management functions. This may include what work these teams should be responsible for as well as where these teams, or elements of the work they are currently responsible for, could be located in our structure to best deliver and ensure duplication or other issues are not occurring across teams.

As part of the B&T Change Proposal, you were invited to provide initial thoughts on ways to optimise delivery and achieve efficiencies in our business management functions. Feedback was received on a range of areas related to our business management functions.

The key themes of the feedback were:

- The need to clarify what falls within the scope of business management;
- The need to consider an increase in capacity for our data analysis and business intelligence and whether this resource should be located within the business units or centralised across the branch.
- The need to look at how core business management work is commissioned – both at the branch, group, and MBIE levels
- The need for visibility of the business management functions within individual business units and to clarify the roles and responsibilities of these teams compared to Business & Systems Delivery and wider group Business Management.

- The need to address inconsistency in the scope and resourcing of the respective business management functions across Te Whakatairanga Service Delivery.

I appreciate the level of thought and insight that was provided. This feedback will be used to inform further analysis about how the business management functions across TWSD could be delivered in a more efficient and effective way. If this analysis results in a proposal for change, a formal consultation process will be undertaken.

Summary of changes

New positions

Proposal	Position title	Reporting line	Unit / Team	Status	Confirmed salary band
1	Manager Determinations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance	Permanent	X (Steps 35-45)
1	Team Leader Determinations Delivery	Manager Determinations	Building System Delivery & Assurance	Fixed-Term	V (Steps 30-39)
1	Lead Determinations Specialist	Manager Determinations	Building System Delivery & Assurance	Permanent	X (Steps 35-45)
1	Manager Business Systems & Operations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance	Permanent	X (Steps 35-45)
1	Senior Business Operations Advisor x2	Manager Business Systems & Operations	Building System Delivery & Assurance	Permanent	R (Steps 23-31)
1	Senior Business Operations Advisor	Manager Business Systems & Operations	Building System Delivery & Assurance	Fixed-Term	R (Steps 23-31)
2	Operations Manager Triage & Compliance	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	Permanent	V (Steps 30-39)
2	Operations Manager Investigations x2	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	Permanent	V (Steps 30-39)
2	Support Officer x3	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	Permanent	E (Steps 6-10)
2	Investigator	Operations Manager Investigations	Tenancy Compliance and Investigations	Permanent	J (Steps 12-18)
3	Senior Business Operations Advisor	Business Support Team Leader	Temporary Accommodation Service	Fixed-Term	R (Steps 23-31)

Disestablished positions

Proposal	Position title	Reporting line	Unit / Team
1	National Manager Building Resolution	General Manager, Building and Tenancy	Building Resolution
1	PA / Team Administrator	National Manager Building Resolution	Building Resolution
1	Principal Advisor Determinations x1 (vacant)	National Manager Building Resolution	Building Resolution
1	Manager Operations Support and Improvement	National Manager Building Resolution	Building Resolution
1	Technical Writer x1 (FT)	Manager Operations Support and Improvement	Building Resolution
1	Manager Advisory	National Manager Building Resolution	Building Resolution
1	Principal Advisor Transition (FT)	Manager Weathertight Services	Building Resolution
1	Manager Business Systems & Operations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance
1	Senior Business Operations Advisor x3	Manager Business Systems & Operations	Building System Delivery & Assurance
1A	Manager Emergency Management & Support Services	National Manager Compliance and Assurance	Building System Delivery & Assurance
1A	Case Manager EPBSS x2	Manager Emergency Management & Support Services	Building System Delivery & Assurance
2	Team Leader Tenancy Bond Services x1 (FT)	Operations Manager, Tenancy Bond Services	Tenancy Bond Services
2	Tenancy Bond Officer x4 (vacant)	Team Leader Tenancy Bond Services	Tenancy Bond Services

Proposal	Position title	Reporting line	Unit / Team
2	Regional Operations Manager x4	National Manager Compliance and Investigations	Tenancy Compliance and Investigations
2	Support Officer x4	Regional Operations Manager	Tenancy Compliance and Investigations
2	Compliance Officer x1 (vacant)	Regional Operations Manager	Tenancy Compliance and Investigations
3	Business Director	Head of Accommodation	Temporary Accommodation Service
3	Senior Reporting Insights Analyst (FT)	Business Support Team Leader	Temporary Accommodation Service
3	Senior Operational Policy Advisor (FT) x1	Business Director	Temporary Accommodation Service
3	Business Analyst x1	Business Support Team Leader	Temporary Accommodation Service
3	Senior Business Advisor	Business Support Team Leader	Temporary Accommodation Service

Reconfirmed with minor changes

Proposal	Position title	Unit / Team	Description of change
1	Determinations Referee (Casual)	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Principal Advisor x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Change in position title
1	Senior Operations Advisor	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Case Coordinator x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
1	Senior Case Coordinator	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
1	Technical Writer x1	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Determinations Specialists x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Senior Determinations Specialist x8	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Manager Weathertight Services	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
1	Operations Advisor (FT)	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
1	Head of Building System Delivery & Assurance	Building System Delivery & Assurance	<ul style="list-style-type: none"> Minor scope change
1	National Manager Assurance and Monitoring	Building System Delivery & Assurance	<ul style="list-style-type: none"> Minor scope change
1	Manager Compliance & Assurance	Building System Delivery & Assurance	<ul style="list-style-type: none"> Minor scope change
1A	Senior Building Emergency Management Specialist (FT)	Building System Delivery & Assurance	<ul style="list-style-type: none"> Change in reporting line
1A	Building Emergency Management Specialist (FT)	Building System Delivery & Assurance	<ul style="list-style-type: none"> Change in reporting line
2	Tenancy Bond Officer x6	Tenancy Bond Services	<ul style="list-style-type: none"> Change in reporting line

2	Senior Tenancy Bond Officer x2	Tenancy Bond Services	<ul style="list-style-type: none"> • Change in reporting line
2	National Support Officer	Tenancy Compliance & Investigations	<ul style="list-style-type: none"> • Change in position title
2	Compliance Officer x14	Tenancy Compliance & Investigations	<ul style="list-style-type: none"> • Change in reporting line
2	Investigator x14	Tenancy Compliance & Investigations	<ul style="list-style-type: none"> • Change in reporting line
2	Senior Investigator x5	Tenancy Compliance & Investigations	<ul style="list-style-type: none"> • Change in reporting line
2	Investigations Officer	Tenancy Compliance & Investigations	<ul style="list-style-type: none"> • Change in reporting line • Position title change
2	National Manager TAS	Temporary Accommodation Service	<ul style="list-style-type: none"> • Minor scope change
2	Business Support Team Leader	Temporary Accommodation Service	<ul style="list-style-type: none"> • Change in reporting line • Minor scope change
2	Senior Advisor Service Delivery	Temporary Accommodation Service	<ul style="list-style-type: none"> • Change in reporting line
2	Operational Engagement Advisor	Temporary Accommodation Service	<ul style="list-style-type: none"> • Change in reporting line
2	Senior Operational Policy Advisor x1 (FT)	Temporary Accommodation Service	<ul style="list-style-type: none"> • Change in reporting line • Change in branch

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 confirmed changes. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

This is where your substantive position is “reconfirmed” because your current substantive position remains substantially the same 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 has been 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 will 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 we will use a “contestable reconfirmation” process 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.

Reassignment

As part of the consultation process if you were proposed to be “directly reassigned” into a different but comparatively similar role this decision will be communicated as part of final decisions and you will not need to take any action.

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).

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 we will use a “contestable reassignment” process 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 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 is specified as part of the 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 you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- 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 are 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 comparable position; or
- Subject to a significant location change outside of the current local area.

Please note you are not 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).

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you will 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 final position descriptions and is outlined as part of the decision document. For people leader roles selection criteria may also include the Leadership Success Profile. A CV will 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 will not be mandatory.

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

Where applicable, a panel interview will 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 will be taken to minimise the number of interviews that any affected employee will 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 will 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

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.

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.

Process for 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
- 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.

Outplacement support

Outplacement support is designed to help affected kaimahi with the tools, knowledge, and confidence to quickly transition into their next role. Support is provided as a programme which MBIE employees can take part in over a period, through an external provider. The programmes cover practical aspects related to career planning, job search, and networking.

Outplacement support is offered to MBIE people who are impacted by disestablishment of their position because of change. It will be offered if the person has been unsuccessful in securing another role at MBIE and is generally offered a month before the date of disestablishment.

MBIE people who have been offered outplacement support will continue to be provided with redeployment support from People and Culture, right up to the date of disestablishment.

Outplacement programmes available

H2R Consulting is currently MBIE's supplier of outplacement programmes. In addition to the programmes themselves, MBIE people are offered access to H2R's Career Portal which contains extensive resources, questionnaires, templates, and handy tips, as well as links to career bytes and webinars.

Outplacement equips individuals with the tools, knowledge, and confidence to quickly transition into their next role. The programme covers many practical aspects of preparing for and conducting a job search:

- Skills assessment
- CV and cover letter writing
- Networking
- Developing a job search strategy
- Managing LinkedIn and Seek profiles
- Preparing for interviews
- Making informed career choices.

People and Culture Business Partners arrange outplacement support for affected people as part of wider redeployment support. They will discuss outplacement support with MBIE people in step with the conditions outlined above and will connect people with H2R directly