



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Kānoa – Regional Economic Development & Investment Realignment

Final Change Decisions

1 July 2024

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Introduction from Robert Pigou

Tēnā koutou,

Firstly, I want to acknowledge your patience and professionalism as we have been working through this realignment and change process. I know there have been some unforeseen delays in confirming the final structure and decisions, however this has been because we have been responding to the valuable and thoughtful feedback and suggestions from our Kānoa kaimahi.

To recap, since the election, 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.

On 1 May 2024, I shared a proposal with on how we could better organise ourselves to meet the changes in our operating environment, in particular, the continuation in the reduction of current projects we are managing and with the expected Cabinet approval that would see the administration and management of the new Regional Infrastructure Fund being the responsibility of Kānoa.

Over the course of the consultation period, 55 pieces of feedback were received from individuals and teams, as well as the PSA.

Of particular note, there was significant feedback during the consultation period that the Kānoa Business Systems and Kānoa Business Intelligence teams should be merged to provide a better understanding of data and more efficient coordination of work. Therefore, I sought further feedback on an alternative proposal on 10 June 2024.

We have received a further four pieces of feedback following that re-consultation process.

Thank you to everyone who provided feedback and engaged with the consultation process since the beginning of May.

I, along with the Kānoa Leadership team, have carefully read and considered your feedback. In finalising the structure, I assessed the feedback received with the objectives of what we are looking to achieve in mind.

As a result, I have made changes to what was initially proposed, and these changes are outlined in each of the branch chapters in this document. Wherever possible, I have sought to retain as many people and positions as possible given the fiscal and FTE constraints we are working with. I know the uncertainty has been challenging for many of you, so please continue to consider what support you may need during this process and discuss this with your people leader, GM, or me directly.

I continue to be very proud of the way this business group pulls together and continues to deliver for MBIE and the people of New Zealand.

Ngā mihi nui



Robert Pigou

Deputy Secretary, Kānoa – Regional Economic Development & Investment

Case for change

A new Government with different and new expectations, and the proposed Regional Investment Fund, provides the opportunity for us to ensure we are structured in a way that will enable us to respond with agility and pace and be sustainable. Over time, our work programme has reduced with the completion of projects arising from past Funds which enables us to reflect, review and reset.

While there will be new work for Kānoa arising from the establishment and management of the Regional Infrastructure Fund (RIF), it will be different to the other funds we have managed for example when the RSPF was created. Therefore, we need to consider the capabilities we require and in an environment with a lesser level of resourcing.

We offered Voluntary Redundancy to our people, and some have taken up this offer, but further change is required to make sure we are organised in a way to work efficiently and effectively in a tighter fiscal environment.

The changes proposed are intended to achieve the further change we need. In particular, the changes are to:

- Group common and like functions and activities together to help drive efficiencies, coordination, and consistency
- Provide enhanced governance and assurance
- Support information flows, processes and working together across related areas of work

We have also considered the size of resourcing for each work area during this process, with some scaled up or down to reflect the size of the work programme. Overall resourcing has also been considered in the context of the Government's direction to MBIE to make fiscal savings and the structure has been updated to take into account people who will be leaving MBIE as part of our voluntary redundancy process.

This document outlines the final decisions following consultation on the shape of the branches going forward, and where people are placed. As budgets become clearer over

the following months, there is a possibility we could be asked to make further changes including savings.

We will continue to take a considered approach to filling any future vacancies as we look to ensure we can deliver on the Government's fiscal sustainability objectives.

This means continuing to be agile and taking a mahi tahi approach, ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

Further detail on the confirmed changes is provided on the following pages, including the implementation approach to the new structure.

How to read this document

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

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

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your branch 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 from page 32. 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 KanoaChangeApril@mbie.govt.nz. These decisions have been shared with the Public Service Association (PSA).

Implementation

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

- To support our transition, GMs and people leaders will manage the transition of work programmes across teams and branches. We will need to work together to smoothly hand across key pieces of work and stakeholder relationships.
- As part of the implementation, our GMs and branches will be discussing the focus of the Branches and asking you to be familiar with the team structures and workplans. There will be opportunity to kōrero about this further at stand ups, meetings and 1:1’s.
- Embedding begins when we support this new Kānoa focus and then collectively drive the work and consider the needs of our colleagues.

Implementation timeline

Activity	Timeframes
Final decision released	1 July 2024
Consultation on Expressions of interest (EOI) selection criteria	2 July – 4 July 2024
Expressions of interest (EOI) process starts	5 July – 12 July 2024
Expressions of interest (EOI) selection process	15 July – 26 July 2024
‘Go-live’ of new structure	29 July 2024

Your feedback on the change proposal

We received a total of 59 submissions/pieces of feedback across the consultation and re-consultation periods. In general, you supported the intention and rationale for the change and provided feedback focused on refining the design of our branches and teams. The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches, while feedback and information specific to each proposed branch follows this section.

General feedback themes		Response
Direction of change	<ul style="list-style-type: none"> • People questioned the alignment of the proposed change with Kānoa’s objectives. They also had concerns as to how the change might support efficiency and consistency particularly where there might be significant workloads. • A view was expressed that more supporting information, such as anticipated cost savings, and detail of anticipated impact on roles (proposed to move teams), might have helped those people commenting on the proposal. 	<ul style="list-style-type: none"> • We are confident that this change is well-aligned with the objectives and expectations of Kānoa, MBIE and government, and we are also assured that our current operating model and high-level structure (the 4 branches of Office of DCE, Investment, Regions and SPP) enable us to successfully deliver our work programme. • The proposal was specifically focused and designed to support greater efficiencies through closer alignment of like function. In addition, we are clarifying the roles and responsibilities of each branch to ensure all staff have clarity of purpose and relevance. • We hope that the individual and team conversations and responses to questions during the Consultation period, along with the re-consultation process provided more information to support your feedback and suggestions.
Administration support across the group	<ul style="list-style-type: none"> • Feedback highlighted the importance of administrative support and raised concern that there might be increased workloads for administrative positions across Kānoa with the implementation of the Regional Infrastructure Fund. 	<ul style="list-style-type: none"> • We acknowledge this feedback. However, we believe that there is sufficient administrative support, particularly the experience, knowledge and skills, to undertake any required administrative tasks to support Team Kānoa. In addition, we anticipate that improvements to existing processes, policy and decision-making will create more capacity.

General feedback themes		Response
Implementation timeline	<ul style="list-style-type: none"> • People want to know why this change process preceded the detailed work on the Regional Infrastructure Fund and asked about what impact this work might have on resourcing requirements. • Some people thought that it might be best to delay or stage the realignment over the coming 6-12 months to better understand workloads. 	<ul style="list-style-type: none"> • We believe that the requirement to streamline our structure will not materially impact our ability to deliver the Regional Infrastructure Fund. In fact, we think that our work on managing the current funds will be better supported by the greater clarity of roles and responsibilities of each branch, roles within branch and confirmation of tasks/decisions. This clarity will also ensure capacity in specific roles is created. In addition, changes to processes, and more effective systems approaches will support the new structure. • Delivery of the Regional Infrastructure Fund is in line with previous funds delivered and administered by Kānoa – we have a strong understanding of requirements. Workloads relating to the existing portfolio are continuing to decline as projects conclude, which will then provide capacity for the Regional Infrastructure Fund work.
Proposed structure	<ul style="list-style-type: none"> • People commented that some teams appeared to be top-heavy with too many Seniors, Principals and/or Director positions. • Furthermore, it was suggested to standardise role titles to enable greater consistency across the group and MBIE. • People had questions about how career progression might continue to be supported in the proposed model. 	<ul style="list-style-type: none"> • The Business Group does have a flatter structure than other part of MBIE and the nature of work does mean that positions are often requiring a greater level of experience and expertise. We are confident though that the structure and level of positions are those required to deliver the current and future work programme. • We agree with the need to have more consistent position titles across the group and have made changes accordingly. • We will continue to support career progression through future opportunities across Kānoa, MBIE and the wider Public Service.

Proposal 1 – Regional Development

The proposed changes for the Regions branch would enable the priority focus to be on origination, client/stakeholder engagement and management. Projects are one mechanism to engage, which we should be disciplined in to ensure government investment is producing the outcomes sought. This can limit our focus to transactions, and we need to continue with that task whilst incorporating a focus on outcomes and effectiveness including storytelling.

The proposal aligned the Shared Services team to Strategy, Planning and Performance to ensure consistent and cohesive collateral and advice to the Minister.

Summary of changes proposed

- A reporting line change for four Regional Advisors and one Senior Regional Advisor to the Manager Operations Support and Improvement. Two Regional Advisors would report to the Manager, Corporate Governance and a proposed title change to Advisor.
- A title change for the Regional Advisors, Regional Advisors Wellington and Senior Regional Advisor to Advisor and Senior Advisor.
- The Team Leader position would be disestablished as this role has been vacant for almost 2 years.
- The PA/Administrator position would be disestablished.
- The Director Skills and Employment, Director Regional Development Central/South (vacant) and Director Regional Development North (vacant) would be disestablished.
- A new Director Regional Development was proposed to be established leading the Principal Regional Advisors and Senior Regional Advisors.
- A change in reporting line proposed for the Senior Advisor Transport National role to the General Manager Regions due to the national focus of the role.
- A reporting line change proposed for the Commercial Advisor, Climate Resilience Programme and the Senior Regional Advisor Canterbury, who supports the Climate Resilience Programme, to the Investment Management branch. The Senior Regional Advisor would have a title change to Senior Advisor, Climate Resilience.
- The fixed term Senior Regional Advisor role project managing the NIWE PPSF will end on 30 June 2024 at which time the position would be disestablished.
- The Sector Workforce Engagement Programme (SWEP) will shift to Employment, Skills and Immigration Policy within the LSE group. This change will take effect from 19 June 2024.
- The Regional Director Economic Engagement has been seconded to an external agency to focus on a specific economic recovery opportunity. This is a fixed term role until 30 June 2025 subject to funding from CRU.

Your feedback on Proposal 1

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

Feedback on Proposal 1		Response
<p>General</p> <ul style="list-style-type: none"> • Overall, the feedback highlighted concern about span of control, resource allocation, reporting lines, and the effectiveness of disbanding the shared services team. • People thought that the responsibilities of Shared Services team were not well understood. • It was unclear how the change would impact on existing pieces of work, future workload, and jobs if the proposal goes ahead. 	<ul style="list-style-type: none"> • We agree that the shared services team perform very valuable work for Kānoa and that they are an integral part of the work that we all do. • In a separate session between GM Regions and the team all the members were consistent in their view of the tasks and support they provide to regions either PRAs/SRAs or direct engagement with recipients and felt strongly this had been missed when their activities were identified as part of the change proposal. • In addition, the team acknowledged the tasks, actions they undertake to support Ministers and Kānoa SLT with briefings, events, aide memoirs and related activity. • It was difficult to specifically identify and conclude the amount of time, the frequency and subsequent resource applied to supporting PRAs/SRAs and in engagement with recipients. Ultimately these tasks are the responsibility of PRAs/SRAs and with the reducing workload it is expected those colleagues will retain those activities. • The primary role for the shared services team is to support Ministers and Kānoa SLT. The support to PRAs/SRAs and recipients is a secondary priority, and that activity can continue. Position descriptions will need to be checked to ensure people have clarity of the responsibilities of their role. • The team will also be exposed to a variety of new work and development opportunities within SPP. 	

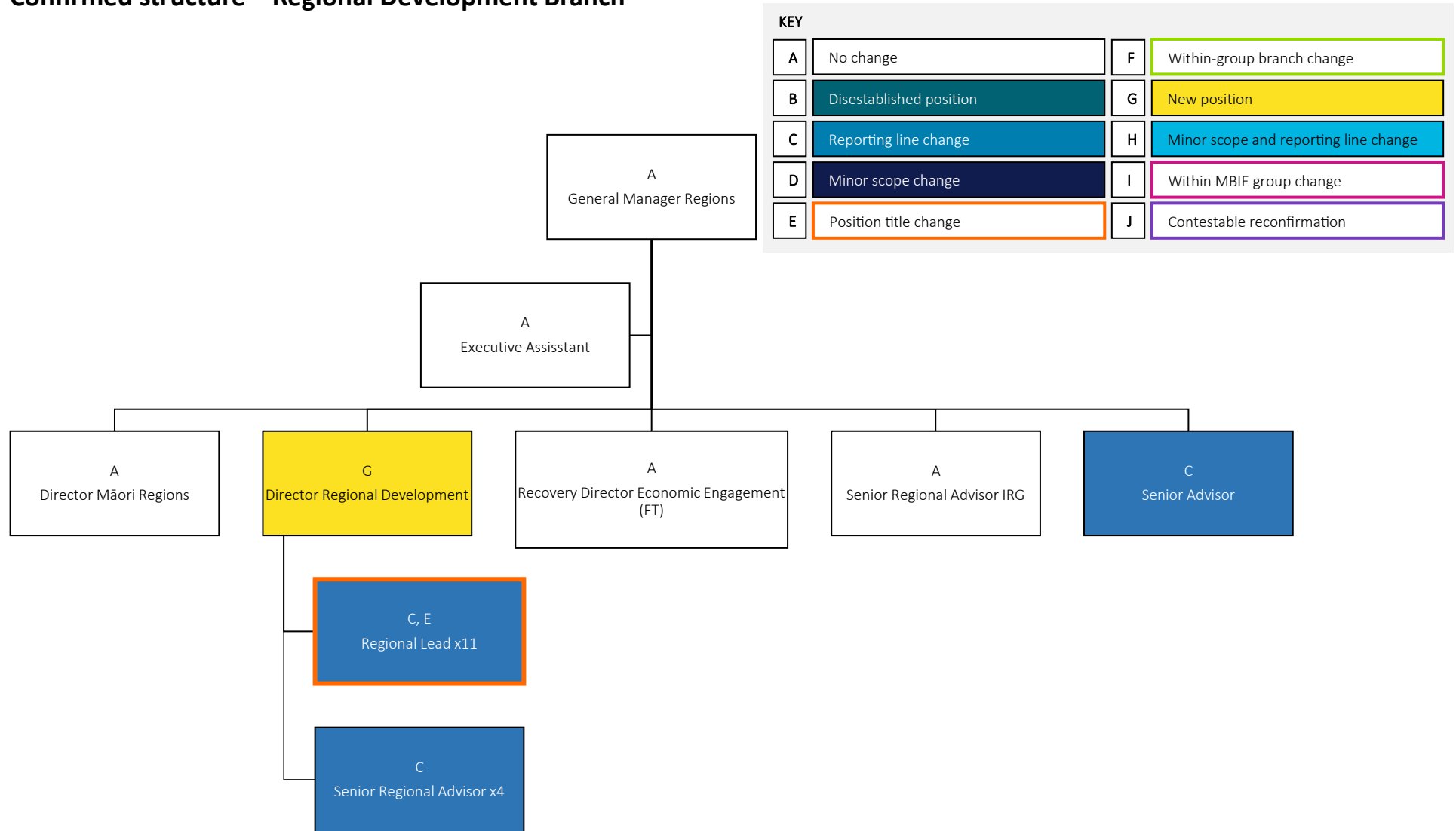
Feedback on Proposal 1		Response
Skills & Employment Team	<ul style="list-style-type: none"> While some submissions were supportive of the proposal, other shared concerns over loss in agility and business continuity if this function were to be dispersed. Furthermore, the proposal raised concerns over future administrative support considering the size of regional groupings as well as limitations to collaboration. Team Leader position: Concerns were raised over not retaining the position. Regional Advisors: A suggestion was made to have all Regional Advisors report to one person and to deploy them across Kānoa as per business need. Shared services team: Several submissions request for this team to remain as one unit to retain a central point for workflow management. One option was to move the existing team to report to the GM SPP with a Manager, Shared Services as well as 1 Senior Advisor and 6 Advisors reporting to this role. A second option would see MBIE retain the current structure of the team and have other roles integrate into the team. Principal Regional Advisors: Proposal to change titles of all PRA's to Regional Lead or Regional Manager. Senior Advisor Transport National position: Questioning why this role is proposed to report to the GM Regions rather than the Director Regional Development considering the close links to the Regional Advisors. Regional Development & Investment Management branches: Feedback suggested to merge both branches with some proposing 	<ul style="list-style-type: none"> As the Team Leader role has not been consistently backfilled for the last two years, we do not believe that this role is still required. Changing the reporting line for Regional Advisors would mean another change as other Advisors exist in SPP and we would need to consider all the roles in response to this point. Five of the regional advisors and the Senior Advisor will be reporting into one leader within SPP so this supports the point made to have the team remain together. One Regional Advisor role will move into the Corporate Governance Team in Investment Branch as capability is required there and we have determined the role is a fit. For Shared Services there is a lift and shift of reporting line only. The work remains the same and position descriptions are unchanged. The shift creates opportunities to work in a different context, obtain new knowledge, and expand experience and skills. We agree with the suggestion to change the PRA position title to Regional Lead but with the same position description. While the Senior Advisor Transport role could report to the Director Regional Development, the role will also be expected to provide advice to the GM and SLT on Transport matters and other national matters. Therefore, it is best placed reporting to the GM. We do not believe that merging Regional Development and Investment Management would be a sound decision due to the significantly increased span of control. It is more important to ensure the focus of these key functions is strengthened and at this point in time, this is best achieved as two separate branches within the Kānoa group.

Feedback on Proposal 1		Response
	<p>to disestablish the GM Regions position and change the reporting lines for existing Regions kaimahi to the Investment Management.</p> <ul style="list-style-type: none"> • Span of control: The proposal raised concerns over information quality if one Director has 14 direct reports. 	<ul style="list-style-type: none"> • We are confident that 15 direct reports will be manageable for the Director as it only involves two role types. If the range of roles was more diverse then this number may have been an issue.

Confirmed changes

1. A reporting line change for five Regional Advisors and one Senior Regional Advisor to the Manager Operations Support and Improvement. One further Regional Advisor will report to the Manager, Corporate Governance and a proposed title change to Advisor.
2. A title change for the Regional Advisors, Regional Advisors Wellington and Senior Regional Advisor to Advisor and Senior Advisor.
3. The Team Leader position will be disestablished.
4. The PA/Administrator position will be disestablished.
5. The Director Skills and Employment, Director Regional Development Central/South (vacant) and Director Regional Development North (vacant) positions will be disestablished.
6. The Senior Regional Advisor supporting the climate resilience programme will remain in the Regions branch and report to the Director Regional Development.
7. Position title change for all Principal Regional Advisor roles to Regional Lead.
8. A new Director Regional Development position will be established leading the Regional Leads and Senior Regional Advisors.
9. A change in reporting line for the Senior Advisor Transport National role to the General Manager Regions.
10. A change in reporting line for the Commercial Advisor, Climate Resilience Programme to the Investment Management branch.
11. The fixed term Senior Regional Advisor role project managing the NIWE PPSF ended on 30 June 2024 at therefore, this role will be disestablished.
12. The Sector Workforce Engagement Programme (SWEP) will shift to Employment, Skills and Immigration Policy within the LSE group. This change has taken effect from 24 June 2024

Confirmed structure – Regional Development Branch



Proposal 2 – Strategy, Planning and Performance

The reduction in our work programme and associated resourcing requirements has changed and a catalyst to think about how best to support the ongoing support and reporting needs for Kānoa.

In addition, some of the current functions performed by the Business Systems team are better aligned to other parts of Kānoa, it was proposed that the payment processing function would move to Finance, Strategy and Investment and the management of the inbox would move to Operations Support and Improvement.

Summary of changes proposed

- One Business System Coordinator position was proposed to be disestablished. Three positions would be created allocated to Business Systems, Investment Management and Finance Strategy & Investment.
- One Senior Reporting Analyst position would be disestablished.
- The PA/Administrator position would be disestablished.
- The Private Secretary would have a reporting line change from the Manager Strategy and Policy to the General Manager Strategy, Planning and Performance.
- Four Regional Advisors and one Senior Regional Advisor would move into the Operations Support and Improvement team from Regions.

Your feedback on Proposal 2

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

Feedback on Proposal 2		Response
General	<ul style="list-style-type: none"> There were a number of questions about how the flexible policy workforce will provide support the Policy & Strategy team in the future. 	<ul style="list-style-type: none"> In collaboration with policy staff, MBIE is continuing to develop the Flexible Policy Workforce Approach. This is designed to enable us to be more agile and flex resource into high priority and time constrained programmes. The details are still being finalised with discussions being held at the Policy Coordination and Alignment Committee (PCA), attended by the four Policy Dep Secs and other Policy leaders. Once confirmed there will be communication to the MBIE Policy cohort.
Operations Support and Improvement (OSI) team design	<ul style="list-style-type: none"> Senior support: With the increased work programme for policy and OSI, a suggestion was made to repurpose an existing Principal to the GM position to a Team Leader position to support across OSI and Strategy & Policy teams. Span of control/resourcing: Feedback emphasises concerns over the span of control for the Manager OSI if the proposal goes ahead as well as the right resources will be assigned to improve processes. 	<ul style="list-style-type: none"> We appreciate your concern on this matter. Where there are a small number of position types within a team, a span of control between 10 and 12 direct reports is considered reasonable at MBIE. Furthermore, we acknowledge that the team is led by a very experienced people leader, who encourages team members to lead their work with minimal support.
Kānoa Business Intelligence & Kānoa Business Systems teams	<ul style="list-style-type: none"> Feedback suggests there is great concern around resourcing for the KBS team if the number of Business Systems Coordinators (BSCs) reduces. There have also been comments about the benefits if the proposal goes ahead including cross-pollination of ideas. Some feedback voiced allocating the BSCs into different teams would pose risks including consistency of information, data and records management. 	<ul style="list-style-type: none"> For those Business Systems Coordinators moving across to different teams, their position descriptions will remain unchanged as they will undertake the same work, albeit in the context of the Finance and Investment. Aligning the core functions of these positions with the relevant business areas will result in efficiencies and closer links with the business.

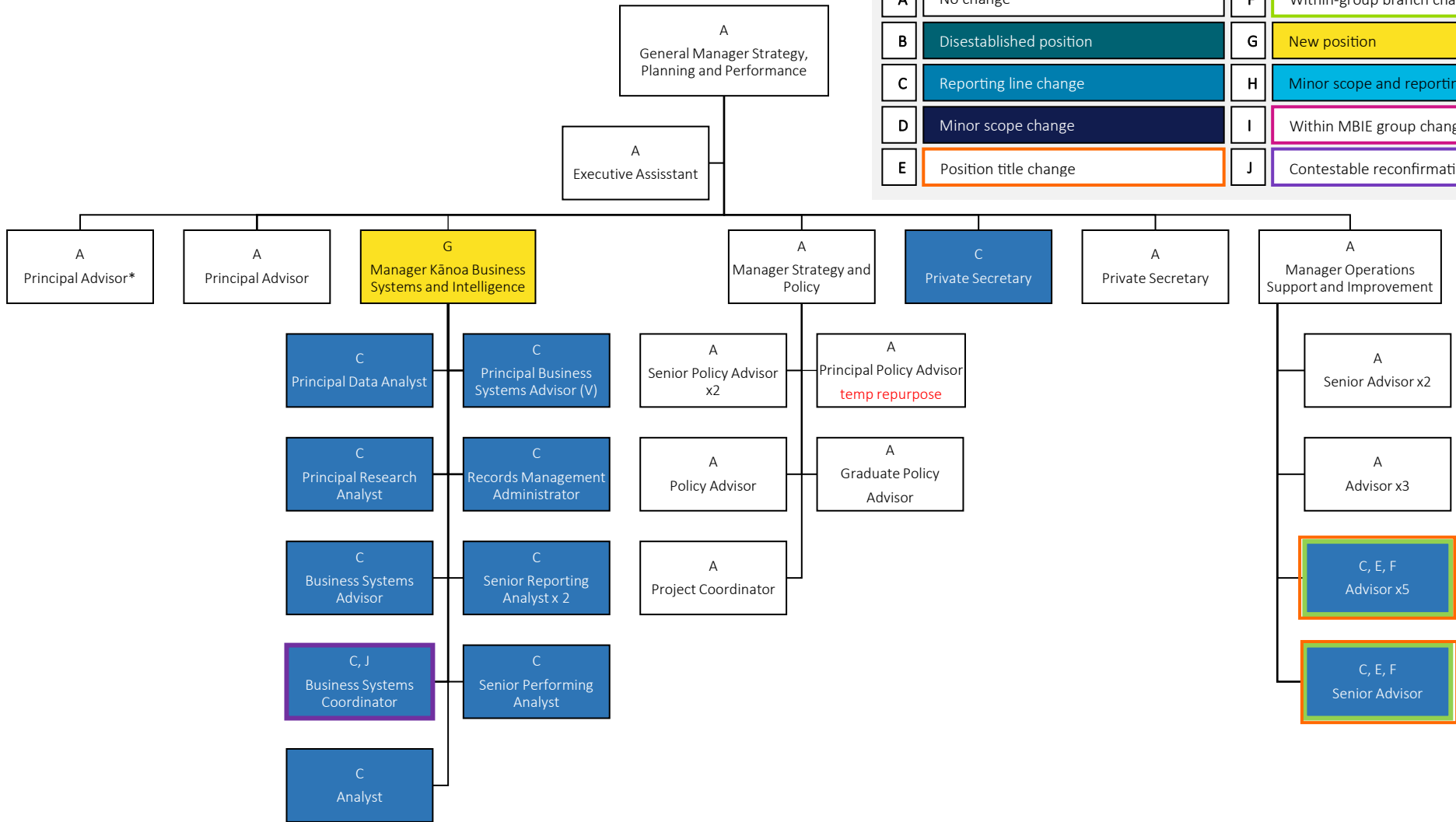
Feedback on Proposal 2	Response
<ul style="list-style-type: none"> • Business Systems Coordinators: Apprehension to reduce number of positions due to increased workload for remaining BSC's if proposal goes ahead. A number of suggestions were made including to retain two BSCs in the KBS team and re-allocate two further BSCs into other areas. Another option voiced was to assign all three remaining BSCs to Investment, Regional Development and Finance and none to SPP as these roles are directly supporting project management and are operational. Furthermore, questions were raised as to whether a review of positions would be required if changes to ahead. • Senior Reporting Analysts: Feedback outlines that both existing roles have different responsibilities, both integral to the team and branch operations. As more complex and comprehensive data reporting will be required in the future, both positions should be retained. Evidence has been provided to support that while the number of active projects declined over the past years, the number of requests to the KBI team has increased. • Merging both teams: Merging teams would provide a better understanding of data and more efficient coordination of work. In addition, some feedback proposed to retain one PA/Team Administrator role to support all of SPP. Re-consultation feedback outlined a new operating model for this team including the re-alignment of the position titles with DDI. Furthermore, a suggestion was made to change the team name to 'Kānoa Data, Reporting and Analysis'. 	<ul style="list-style-type: none"> • We acknowledge the feedback received from the initial consultation as well as the re-consultation and agree that both roles should be retained to work across both the systems and intelligence functions of the team. • Based on the feedback from both initial consultation, and re-consultation on the alternative proposal, we agree that merging the two teams will lead to increased efficiencies and improved outcomes across data quality, reporting and Kānoa systems. Furthermore, combining teams increases opportunities for development and career progression within the team. Once the new Manager has been appointed, they may wish to review and revise existing ways of working to ensure all business needs are met in a way that makes sense.

Confirmed changes

1. The Manager Kānoa Business Intelligence and the Manager Kānoa Business Systems positions will be disestablished. A new Manager Business Systems and Intelligence position incorporating the business systems and intelligence functions will be established and we will merge both existing teams.
2. The number of Business Systems Coordinators will be reduced from four to three through a contestable reconfirmation process. One role will remain in the Strategy, Planning and Performance branch, reporting to the newly created Manager Business Systems and Intelligence while the other two positions will have a change in reporting line; one reporting to the Head of Finance Strategy & Investment Kānoa and one role will report to the Change in reporting line to Manager Corporate Governance and Compliance.
3. The PA/Administrator position will be disestablished.
4. The Private Secretary will have a reporting line change from the Manager Strategy and Policy to the General Manager Strategy, Planning and Performance.
5. Five Regional Advisors and one Senior Regional Advisor will move into the Operations Support and Improvement team from the Regions branch. Their position title will change to Advisor and Senior Advisor.

Confirmed structure – Strategy, Planning & Performance Branch

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



* Substantive position of Private Secretary returning in February 2025.

Proposal 3 – Investment Management

The proposed changes included the establishment of dedicated capability for supporting the governance of Crown Regional Holdings Limited (CRHL), including strengthening the reporting and corporate secretarial obligations, building capability in middle office administration of financial settlements and data capture and integrity for Investment reporting.

A review of the Investment Management “pillars” was proposed with a focus on resource capacity needed in the middle levels/layers, to ensure right expertise and skill sets, and importantly right sizing resources in the face of budgetary limits.

The changes set a good base as we prepare for the establishment of the Regional Infrastructure Fund (RIF), and as we learn more about the RIF further changes may be required to how we’re structured. Any further change is likely to occur in the latter part of this year.

Summary of changes proposed

- A reduction in Senior Investment Analyst positions from six to four.
- A reporting line change for two Commercial Leads from Manager, Investment Management to respective Investment Directors; and a reporting line change for the Investment Analyst from the Manager, Investment Management to an Investment Director.
- The Manager Investment Management would be disestablished.
- A new Manager Corporate Governance, Crown Regional Holdings Limited (CRHL) is proposed. The Senior Governance Advisor currently reporting to the Deputy Secretary would report to this new role; one Senior Investment Analyst, one Advisor and a Business Systems Coordinator would also report to the new Manager Corporate Governance role.

Your feedback on Proposal 3

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

Feedback on Proposal 3		Response
<p>General</p> <ul style="list-style-type: none"> • Contract management process: Client management for all projects should be undertaken by the Regions branch while the Investment Management branch negotiates the contracts but otherwise takes on only back-office functions. • Senior Regional Advisor position: Request to include existing Senior Regional Advisor position as part of Senior Investment Analyst cohort in the interest of fairness as this position title is an anomaly within the team while having the same responsibilities. • Flood Resilience Programme: A preference to have two dedicated Wellington staff for the delivery of this programme rather than one in Wellington and one based in the regions. Furthermore, requesting to increase total available resource to one FTE instead of 0.5 FTE. 	<ul style="list-style-type: none"> • The Regions and Investment Management Branches have proven most effective when working in partnership supporting both client management and contract management activities. Generally, Regions lead the managing of these relationships, supported by Investment Management but dynamics can change based on client requirements. To continue to be agile with our client's needs, we believe the current model is best retained. • While acknowledging the anomaly created by transferring this role to Investment Management from Regions without amending the title this is something we will need to work through outside of this change process. • Feedback supporting having one Wellington based FTE supporting the proposed Wellington based Commercial Advisor in managing Flood Resilience Programme is accepted. The original proposed 0.5 FTE remaining in the Regions and total FTE will not be increased, 	
<p>Resource levels</p>	<ul style="list-style-type: none"> • Overall, feedback suggests that Kānoa kaimahi are concerned about resourcing for this branch if the changes go ahead. While some are supportive of the proposed structure, there is a perception that managed projects have increased over the past years while FTE's have reduced. Furthermore, the Manager to staff ratios seems out of balance with the branch appearing top-heavy. 	

Feedback on Proposal 3	Response
<ul style="list-style-type: none"> • Regional Development & Investment Management branches: Feedback suggested to merge both branches with some proposing to disestablish the GM Regions position and change the reporting lines for existing Regions kaimahi to Investment Management. • Corporate Governance (CRHL) function: There was feedback indicating that this team appears heavy on senior support while other feedback suggests this function would benefit from additional resource at senior level. Furthermore, one proposed option was to combine the risk Investment Director with the CRHL function. A further option is to change the position of one Senior Investment Analyst to Senior Corporate Advisor and have them reporting to the Manager Corporate Governance. It should be considered how the Manager Corporate Governance connects to the existing risk Director. • Investment Director positions: Proposal to reduce number of Investment Directors from five to three to align with the reduction of Senior Investment Analysts due to the decrease in workload or to fund two additional Senior Investment Analysts through the disestablishing of two Investment Directors. • Senior Investment Analyst positions: Concerns over lack of resources available to deliver work as well as career progression opportunities if proposal goes ahead. Questions arise if allocating positions from the Regions branch into the Investment Management branch will bring the right experience and expertise to support. Some submissions suggested to retain at least four Senior Investment Analysts instead of the proposed three in order to manage existing and future workload. The team would also like 	<ul style="list-style-type: none"> • We have considered this feedback and on balance have come to the conclusion that retaining the current status quo is most beneficial and will allow us to best deploy the complementary skills and experience that presently reside in these respective branches. • We agree that the Corporate Governance function will benefit from additional Senior support and therefore, we have made a decision to add a Senior Investment Analyst position to this team. This means this role type will only reduce by 2 positions instead of the originally proposed 3 positions. • We believe the current number of Investment Directors is required to lead the work programme. Feedback has been considered, and in light of proposed amendments to the number of disestablished Senior Investment Analysts positions (from three down to two) this proposal would not serve any meaningful purpose to the objectives of the Change Process impacting the Investment management branch. • This feedback was duly considered, and we have made a decision to add an additional Senior Investment Analyst to support the Corporate Governance function. This means this role type will only reduce by 2 positions instead of 3.

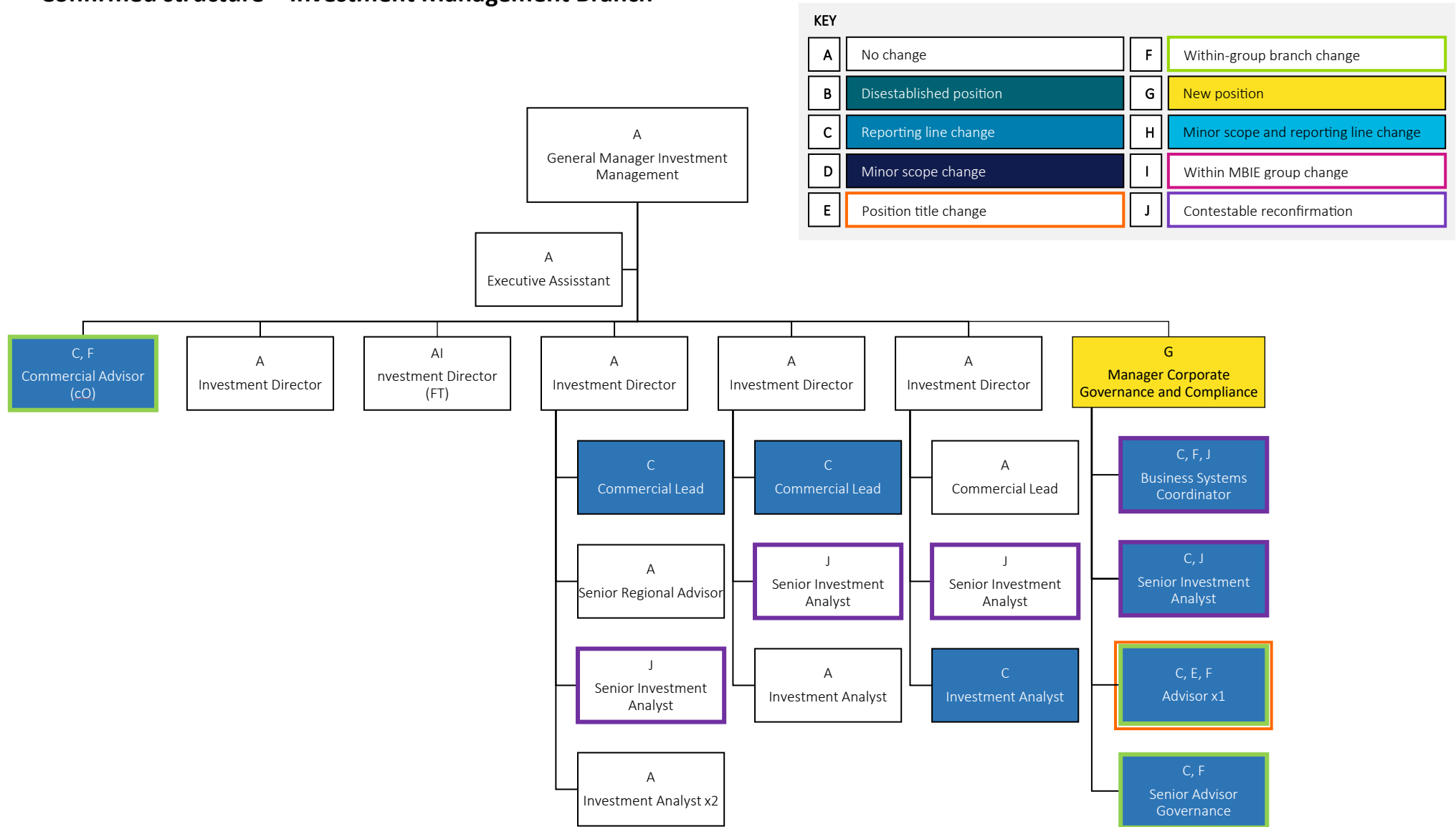
Feedback on Proposal 3	Response
<p>to see a Principal Analyst position to be created that will be reporting to the GM Investment Management.</p> <ul style="list-style-type: none"> • Risk function: Feedback suggests placing a larger focus on this function including to make the current fixed-term Risk Director position a permanent role. Further submissions are of the view that the three Senior Investment Analysts that are proposed to be disestablished should be retained and report to the risk Director. • Commercial Lead positions: Suggestions to consider several alternative options including: <ul style="list-style-type: none"> a) a change of reporting line from Investment Directors to GM Investment Management or; b) assigning Commercial Leads to the Investment Directors with no direct reports or; c) repurposing one Commercial Lead role to retain an additional Senior Investment Analyst in the event one of the Commercial Lead incumbents is appointed to the new CRHL role. • GM's office: The Commercial Advisor and Senior Regional Advisor who are proposed to report to the GM are better placed reporting to one of the Investment Directors. 	<ul style="list-style-type: none"> • Feedback on the Risk function has been closely considered, and with the term of the current fixed-term Risk Director in the process of being extended, the decision has been made to review the Risk Director position after the change process and include provision for more support from Investment Directors / Leads in managing general risk matters, enabling greater focus by the Risk Director in escalated risk related events and processes associated with investment protection and enforcement. • We do acknowledge the comments provided but are of the view that having all three Commercial Lead positions reporting to respective Investment Directors does provide a suitable structure in terms of pastoral care and span of control for the General Manager. • GM's office feedback has been considered, however not deemed likely to serve sufficient purpose in light of the Commercial Advisor's significant lead role presently being performed in relation to current Flood Protection projects, reporting to GM Investment Management.

Confirmed changes

1. A new Manager Corporate Governance and Compliance will be established. The Senior Advisor Governance currently reporting to the Deputy Secretary will have a change in reporting line to this new role; one Senior Investment Analyst, one Advisor and a Business Systems Coordinator will also report to the new Manager Corporate Governance role.

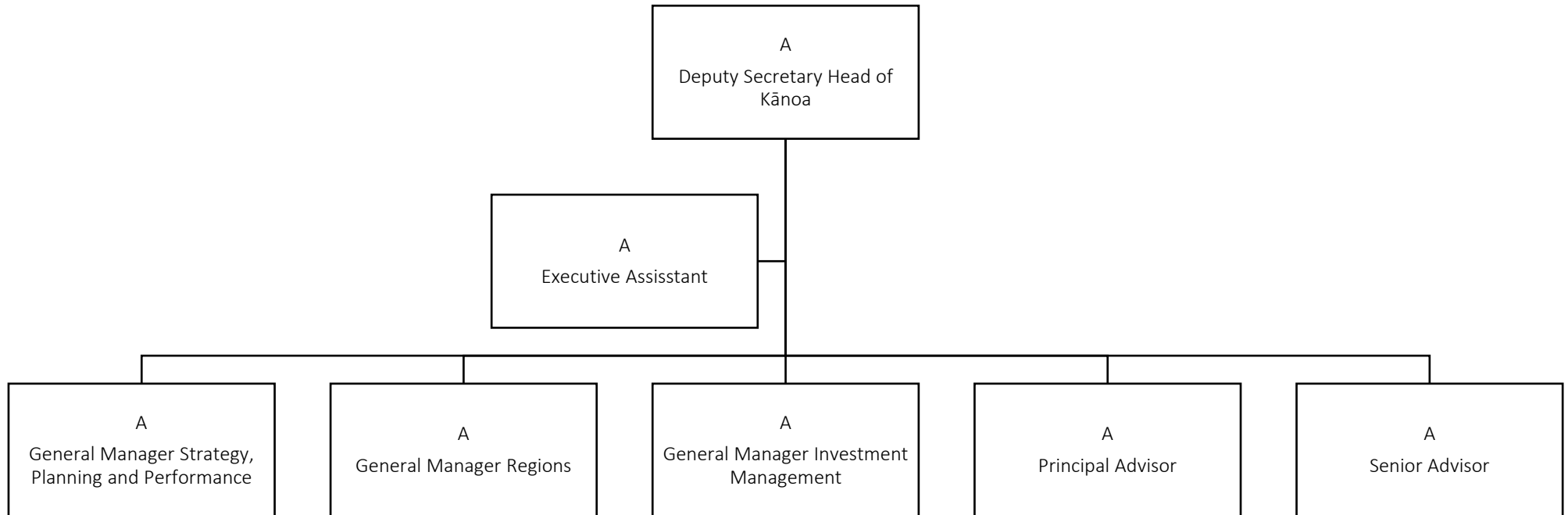
2. A reduction in Senior Investment Analyst positions from six to four through a contestable reconfirmation EOI process. Three positions will report to Investment Directors and one role will report to the newly created Manager Corporate Governance and Compliance position.
3. The vacant Manager Investment Management position will be disestablished.
4. A reporting line change for two Commercial Leads from Manager, Investment Management to respective Investment Directors; and a reporting line change for the Investment Analyst from the Manager, Investment Management to an Investment Director.
5. The Commercial Advisor Climate Resilience Programme will report to the General Manager Investment Management.

Confirmed structure – Investment Management Branch



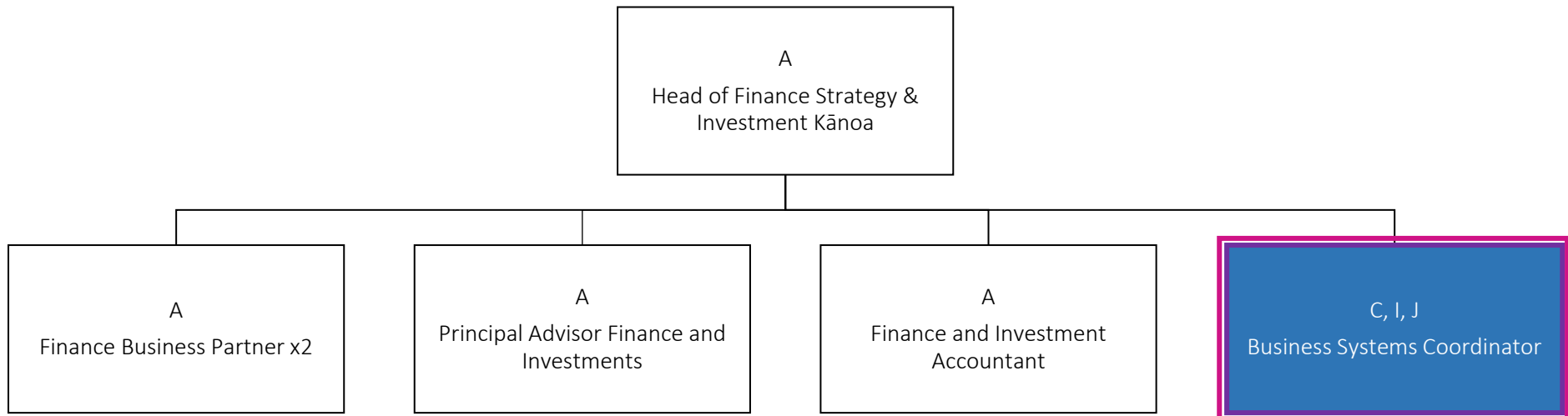
Confirmed structure: Kānoa – Regional Economic Development & Investment Leadership team

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



Confirmed structure – Kānoa – Finance (CSFE)

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



Summary of changes

Overall confirmed changes

Confirmed changes	Proposed # of positions	Confirmed # of positions
Positions to be disestablished (excluding vacancies but including 1 contractor)	10	9
Vacant positions to be disestablished (including 8 VR)	11	11
New positions	2	3
Positions with minor changes such as minor scope, reporting line, branch etc.	29	46 (including SWEPE roles)
Overall reduction in people FTE	12	7

New positions

Proposal #	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Director Regional Development	General Manager, Regions	Regional Development	Permanent	21F
2	Manager Business Systems and Intelligence	General Manager, Strategy, Planning and Performance	Strategy, Planning and Performance	Permanent	20F
3	Manager Corporate Governance and Compliance	General Manager, Investment Management	Investment Management	Permanent	20F

Disestablished positions under this change

Proposal #	Position title	Status	Reporting line	Branch
1	Senior Regional Advisor (VR)	Permanent	Sector Workforce Engagement Programme Director	Regions
1	Senior Engagement Advisor (VR)	Permanent	Sector Workforce Engagement Programme Director	Regions
1	Senior Regional Advisor (VR)	Permanent	Director Skills and Employment	Regions
1	Senior Regional Advisor (VR)	Permanent	Director Regional Development Central/South	Regions
1	PA/Team Administrator	Permanent	Director Regional Development Central/South	Regions
1	Team Leader	Permanent	Director Skills and Employment	Regions
1	Director Skills and Employment	Permanent	General Manager Regions	Regions
1	Director Regional Development Central/South (vacant)	Permanent	General Manager Regions	Regions
1	Director Regional Development North (vacant)	Permanent	General Manager Regions	Regions
1	Principal Advisor (VR)	Permanent	General Manager Regions	Regions
1	Senior Regional Advisor (FT disestablish from June)	Fixed term	General Manager Regions	Regions

Proposal #	Position title	Status	Reporting line	Branch
2	Business System Coordinator	Permanent	Manager Kānoa Business Systems	Strategy, Planning and Performance
2	PA/Team Administrator	Permanent	Manager Kānoa Business Intelligence	Strategy, Planning and Performance
2	Graduate Policy Advisor (VR)	Permanent	Manager Strategy and Policy	Strategy, Planning and Performance
2	Principal Advisor (VR)	Permanent	Manager Operations Support and Improvement	Strategy, Planning and Performance
2	Manager Kānoa Business Systems	Permanent	General Manager Strategy, Planning and Performance	Strategy, Planning and Performance
2	Manager Kānoa Business Intelligence	Permanent	General Manager Strategy, Planning and Performance	Strategy, Planning and Performance
3	Manager Investment Management (vacant)	Permanent	General Manager Investment Management	Investment Management
3	Investment Analyst (VR)	Permanent	Manager Investment Management	Investment Management
3	Senior Investment Analyst	Permanent	Investment Director	Investment Management
3	Senior Investment Analyst	Permanent	Investment Director	Investment Management
3	Commercial Advisor (cO until 30 June 2024)	Contractor	General Manager, Investment Management	Investment Management

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
1	Regional Advisor/Wellington (1)	Regional Development	Change in reporting line to Manager Corporate Governance and Compliance Change in position title to Advisor
1	Regional Advisor/Wellington (5)	Regional Development	Change in reporting line to Manager Operations Support and Improvement Change in position title to Advisor
1	Senior Regional Advisor	Regional Development	Change in reporting line to Manager Operations Support and Improvement Change in position title to Senior Advisor
1	Principal Regional Advisor (11)	Regional Development	Change in reporting line to Director Regional Development Change in position title to Regional Lead
1	Senior Regional Advisor (4)	Regional Development	Change in reporting line to Director Regional Development
1	Senior Advisor	Regional Development	Change in reporting line to General Manager Regions
1	Commercial Advisor (contractor)	Regional Development	Change in reporting line to General Manager Investment Management
2	Private Secretary	Strategy, Planning and Performance	Change in reporting line to General Manager Strategy, Planning and Performance
2	Business Systems Coordinator	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Business Systems Coordinator	Strategy, Planning and Performance	Change in reporting line to Manager Corporate Governance and Compliance

2	Business Systems Coordinator	Strategy, Planning and Performance	Change in reporting line to Head of Finance Strategy & Investment Kānoa
2	Principal Data Analyst	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Principal Business Systems Advisor	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Principal Research Analyst	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Records Management Administrator	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Business Systems Advisor	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Senior Reporting Analyst (2)	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Senior Performing Analyst	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
2	Analyst	Strategy, Planning and Performance	Change in reporting line to Manager Business Systems and Intelligence
3	Senior Advisor Governance	Deputy Secretary, Kānoa	Change in reporting line to Manager Corporate Governance and Compliance
3	Commercial Lead	Investment Management	Change in reporting line to Investment Director

3	Commercial Lead	Investment Management	Change in reporting line to Investment Director
3	Senior Investment Analyst	Investment Management	Change in reporting line to Investment Director
3	Investment Analyst	Investment Management	Change in reporting line to Investment Director
Separate change process	Programme Director	Regional Development	Change in reporting line to General Manager, Employment, Skills and Immigration, LSE
Separate change process	Senior Engagement Advisor (3)	Regional Development	Group change to LSE

Appendix 1: Confirmed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which would apply to any changes confirmed as a result of this consultation process. 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 the 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 we will consult on those with the affected people. 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 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](#))
- 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.