



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Proposed approach to transfer the Emergency Caller Location Information Service to NZ Police

Proposal for Change

25 September 2024

Foreword from Greg Patchell and Jevon McSkimming

Kia ora koutou,

The Emergency Caller Location Information (ECLI) Service (the Service) has been part of the Ministry of Business Innovation and Employment (MBIE) whānau since its launch in May 2017. The Service provides caller location information to emergency service providers when a person dials 111 from their mobile phone.

The Service plays a critical role supporting emergency service providers to save lives every day and MBIE has proudly been its host for the past seven years.

We have always known MBIE was not a long-term solution for the on-going provision and development of the Service and that ideally it would move to a host agency that is more aligned to the outcomes the Service provides.

In June 2024 the Chief Executive of MBIE Carolyn Tremain and the Police Commissioner Andrew Coster agreed that the responsibility for the ECLI Function would transfer from MBIE to the Next Generation Critical Communications Lead entity Poutama Whai Tikanga Pāpāho (NGCC) which currently sits within NZ Police, working on behalf of Police, Fire and Emergency NZ, Hato Hone St John and Wellington Free Ambulance. On 28 August 2024 the NGCC Board endorsed the proposed transfer, and in September 2024 Joint Ministers approved the transfer. Work is well underway to ensure smooth transition by December 2024.

NGCC's role is to modernise the capability of New Zealand's emergency service providers to maintain law and order, keep people safe, protect life and property, and deal with health events through reliable frontline communications. It is responsible for delivering the Public Safety Network (PSN). NGCC works with and on behalf of emergency service providers and is governed by an independent board.

The ECLI functionality sits well alongside the Public Safety Network solutions, which aim to provide shared, connected critical communications support for New Zealand's emergency response organisations.

¹ At the time of transfer, NGCC remains an entity within NZ Police and staff who carry out the function will be employees of NZ Police.

We are therefore proposing changes that reflect this decision to transfer responsibility for the ECLI function to NGCC¹, including the proposed disestablishment of ECLI positions within MBIE and the establishment of similar positions in NGCC within NZ Police. Sitting outside of this consultation process, we note future potential change for ECLI services as NGCC develops its future operating model.

We now invite your feedback on the proposed changes, including how we are giving effect to the transfer decision and its impact on your current position, noting that the decision to transfer responsibility has been made, and is not the subject of this consultation.

So, while this change process is different in nature to those you will have seen undertaken recently across MBIE, we want to be clear that you are our top priority throughout. MBIE and NGCC are committed to supporting you through this transition by keeping you informed, answering your questions and considering your feedback on the proposed transition approach. We know that ECLI is a success because of your skills and expertise which will be critical to the success of this transition and any future potential changes required to achieve greater integration.

We acknowledge that this change proposal may not be the only change 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. Even if you agree with the change, it can impact you in ways you may not have expected.

Please consider what support you may need during the consultation process and discuss this with your people leader. Remember to be kind to yourself and your colleagues during this time and seek support from the options available to you at MBIE, including regular check-ins with your people leader.

Thank you for the work that you do on this important part of New Zealand's critical emergency response system. We look forward to reading your feedback and value the thought and energy you are contributing to this process.

Ngā mihi nui

Greg Patchell

Deputy Secretary, Digital, Data and Insights
MBIE

A handwritten signature in blue ink, appearing to read 'Jevon McSkimming', with a stylized flourish at the end.

Jevon McSkimming

Deputy Commissioner
New Zealand Police



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How to read this document

Scope of this change proposal

This document proposes changes to positions within the Digital Solution Delivery Branch that carry out the existing functions of the ECLI Team.

Following the transfer, NGCC and NZ Police will work together to co-design what an integrated agency could look like long term. This process requires adequate time to make sure any potential change is successful, and that the benefits of integration can be fully realised. These future activities are outside the scope of this change.

It is important to note that the focus of this consultation process is not on whether ECLI functions will transfer, but rather how it is proposed to give effect to that decision and the potential impacts of the transfer. Further information on what this could mean is provided within this proposal.

This proposal aims to minimise any disruption for our people and work in progress.

Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team. Current and proposed organisational charts have been included at the end of the proposal to help demonstrate the impacts that proposed changes would have to the structure of your team. There is a summary table with more detail about proposed changes to individual positions and proposed new positions at the end of this document.

In addition, all fixed term and permanent employees that may be impacted by the proposal will receive a letter that outlines specific detail about their position and the proposed change process.

NGCC's evolution will bring likely change in 2025

NGCC is developing a future operating model to be in the best position to serve current customers and extend value further across the emergency management sector through offering further products and services and to more customers.

This operating model work will include consideration of the place of the ECLI function within it for the long-term.

Incorporating the ECLI function into NGCC at this time, ensures that the ECLI team are positioned to participate in and influence the design of the operating model, processes and ongoing structures.

While NGCC undertakes this operating model work through until 2025, the functions of the ECLI Service will be ongoing.

During this 'transitional period', NGCC will engage a contingent fixed term workforce until December 2025 or such time as the future NGCC operating model and structure is confirmed. NZ Police proposes, therefore, to make fixed term offers of employment to MBIE ECLI staff subject to the vetting requirements of Police being met.

These future activities are outside the scope of this change.

Proposed change process

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

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

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on **13 September 2024**.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email ECLI2@MBIE.govt.nz.

Providing feedback and indicative timeline

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

MBIE wants to hear your feedback on this proposal as it affects our people, noting that the decision to move the responsibility for the ECLI Service to NZ Police has been made by joint Ministers. Specifically, we seek your feedback on how this proposal affects your current position.

You are also welcome to provide feedback even if you may not be directly impacted by the proposed change. Feedback can be provided individually or as a group.

Once the consultation period has closed, all feedback will be carefully considered by Greg Patchell and Jevon McSkimming. Once final decisions are made, we will confirm the new structure, its impact on positions and the implementation process including the process for being offered roles within NZ Police if applicable.

As part of considering feedback there may be aspects of the proposal we want to consider changing. If as a result, there is a need for further consultation we will engage with those people affected and outline any change in process or timeframes.

Please provide your feedback to the change team: ECLI2@mbie.govt.nz

Indicative timeline

Activity	Indicative Timeline
Consultation opens	Thursday 26 September
Consultation closes	Thursday 10 October
Feedback reviewed and considered	From Friday 11 October
Final decision communicated	Wednesday 16 October
NZ Police make offers of employment (subject to the outcome of the individual's vetting)	From Monday 21 October
Proposed final day for ECLI at MBIE	Friday 29 November
Proposed commencement date for ECLI at NGCC (NZ Police)	Monday 2 December

Case for change

As noted in the foreword, from the outset of the establishment of the ECLI team within MBIE the intention was that this function would ultimately move out of MBIE to a host agency that is better aligned to the outcomes that ECLI provides.

With its focus on the delivery of the PSN, NGCC is the logical option for the ongoing home for ECLI and we see this functionality as a complementary addition to the PSN service offering today and into NGCC's likely evolved future.

The Chief Executive of MBIE and the Police Commissioner have agreed that responsibility for the ECLI function should transfer from MBIE to NZ Police, and that the function would sit within the NGCC entity of NZ Police. This decision has been endorsed by the NGCC Board and agreed by Joint Ministers. The proposed change process outlined in this document is necessary to give effect to this decision.

As the ECLI positions established within MBIE will no longer be needed once the responsibility for the function transfers to NZ Police, it is proposed that these positions will transfer out of MBIE.

Proposal – ECLI Team

To transfer the ECLI team within MBIE to NZ Police and establish new ECLI positions within NZ Police to continue to maintain and develop the ECLI service.

Why change is proposed

The Chief Executive of MBIE and the Police Commissioner have agreed that responsibility for the ECLI function should transfer from MBIE to NZ Police, and that the function would sit within NGCC in NZ Police. This decision has been endorsed by the NGCC Board and agreed by Joint Ministers. The proposed change process outlined in this document is necessary to give effect to this decision.

MBIE and NZ Police recognise and value the range of skills and experiences of ECLI staff and want to maintain as much of that expertise as possible throughout the transition. For this to occur, candidates for the proposed new positions will need to be successfully vetted by the NZ Police before an offer of employment can be made.

The following positions are proposed to transfer out of MBIE:

We are transferring the ECLI function within MBIE which comprises the following positions to NZ Police:

- ECLI Director
- ECLI Manager Regulation & Commercial
- ECLI Manager MNO Delivery
- ECLI Manager Service Development
- Scrum Master (ECLI)
- Senior Cloud Engineer
- Manager Service Delivery (ECLI)

- ECLI Solution Architect
- ECLI Mobile Network Architect
- ECLI Technical Architect
- ECLI Senior Data Analyst
- Commercial Specialist
- Project Coordinator

MBIE has deployed a Senior Business Analyst and a Cyber Security Architect from within its permanent workforce to support ECLI however these positions are MBIE permanent positions and were deployed as part of MBIE's operating model. Therefore, these two positions are not being transferred to NZ Police and remain unchanged in MBIE.

It is proposed that all incumbents in the positions listed above, currently undertaking work for the ECLI function within MBIE, who meet NZ Police vetting requirements, are offered a 12-month fixed term position in the proposed NGCC structure in NZ Police. Our early assessment is that the Terms and Conditions that are proposed to be offered by NZ Police are no less favourable than current fixed term arrangements.

The proposed impact from this transfer will be dependent on your current employment/contractual arrangements with MBIE:

- For ECLI MBIE **permanent employees**, NZ Police propose to offer you a new 12 month fixed-term agreement, subject to vetting requirements being met. If you are not successful in meeting the NZ Police vetting requirements or choose to turn down an offer from NZ Police, MBIE will work with you in terms of what this means for you.
- For ECLI MBIE **fixed term employees** NZ Police propose to offer you a new 12 month fixed-term agreement subject to vetting requirements being met and it proposed that your current fixed term employment with MBIE will conclude on the day prior to transition.

If you are not successful in meeting the NZ Police vetting requirements or you choose to not go to NZ Police, your employment with MBIE will conclude on the day prior to the proposed date of transition.

- For individuals engaged by MBIE on a **contractual basis** to carry out work for ECLI, NZ Police propose to offer a new 12 month fixed-term agreement, subject to vetting requirements being met. Where an individual is not successful in meeting the NZ Police vetting requirements or chooses to not go to NZ Police your contract with MBIE will conclude on the day prior to the proposed date of transition.

The following changes are proposed within the NZ Police Structure

- **Establish the Emergency Caller Location Information (ECLI) function as a team within the current structure of the NGCC**
- **Create 18 new fixed term positions within the proposed ECLI structure** from the date of appointment to the NGCC until December 2025. Filling two of the proposed eighteen positions, will be subject to confirmation that there is adequate ECLI budget to fund these positions.

While our expectation is that a new ongoing organisational structure will be stood up for NGCC in 2025, the proposal to establish fixed term positions means there should be no expectation of ongoing employment with the NGCC beyond December 2025.

ECLI will continue to utilise MBIE services following its transition into NZ Police and there is an ongoing need for a close relationship between ECLI and MBIE until such time as the technical disengagement of ECLI from MBIE is complete.

What the transition means for you

As a result of the decision to transfer responsibility for the ECLI function to NZ Police, all of the activities of the ECLI Service will transfer to NZ Police.

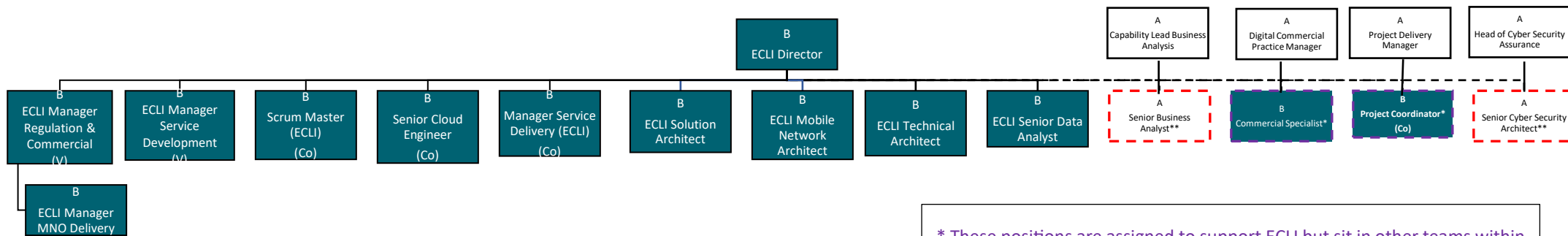
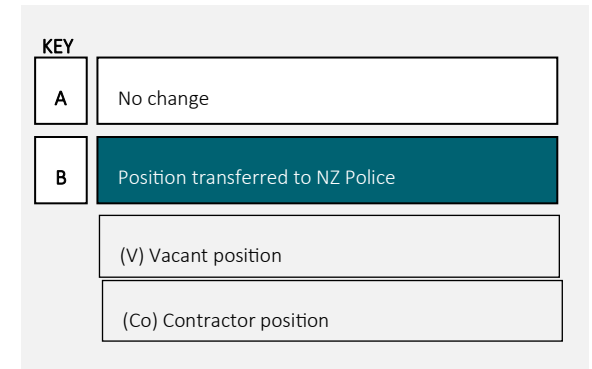
For details of the proposed NZ Police structure and positions, please refer to the org chart on page 13 and tables on pages 14,15 and 16.

We ask you to consider the changes proposed to transfer ECLI to NGCC.

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where this proposal could be strengthened to better deliver on the requirement to transfer responsibility for the function. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

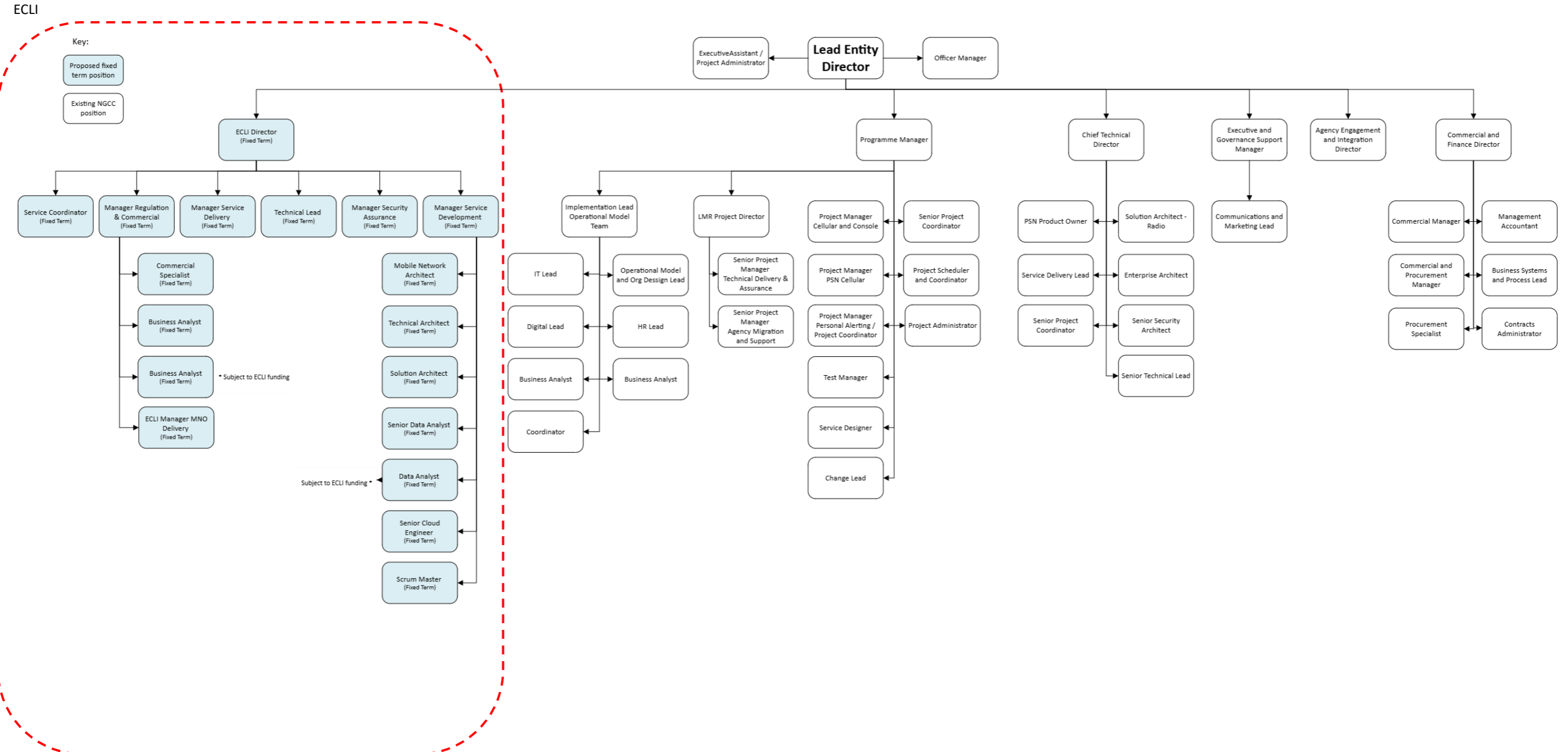
Current organisational chart – ECLI Team within MBIE



* These positions are assigned to support ECLI but sit in other teams within MBIE. These roles are included in the ECLI NZ Police proposed org structure as they are required to operate ECLI within NGCC.

** These positions have been deployed from MBIE's permanent workforce to support ECLI as part of MBIE's operating model. These positions are not proposed to be transferred to NZ Police.

Proposed organisational chart – ECLI Team within NGCC in NZ Police



Summary of proposed changes

Proposed new positions within NGCC (NZ Police)

Proposal	Position title	Reporting line	Branch
Establish	Service Coordinator	ECLI Director	NGCC (NZ Police)
Establish	Manager Regulation and Commercial	ECLI Director	NGCC (NZ Police)
Establish	Commercial Specialist	Manager Regulation and Commercial	NGCC (NZ Police)
Establish	Business Analyst	Manager Regulation and Commercial	NGCC (NZ Police)
Establish	Business Analyst (subject to ECLI funding)	Manager Regulation and Commercial	NGCC (NZ Police)
Establish	Manager MNO Delivery	Manager Regulation and Commercial	NGCC (NZ Police)
Establish	Manager Service Delivery	ECLI Director	NGCC (NZ Police)
Establish	Technical Lead	ECLI Director	NGCC (NZ Police)
Establish	Manager Security Assurance	ECLI Director	NGCC (NZ Police)
Establish	Manager Service Development	ECLI Director	NGCC (NZ Police)
Establish	Mobile Network Architect	Manager Service Development	NGCC (NZ Police)
Establish	Technical Architect	Manager Service Development	NGCC (NZ Police)

Proposal	Position title	Reporting line	Branch
Establish	Solutions Architect	Manager Service Development	NGCC (NZ Police)
Establish	Senior Data Analyst	Manager Service Development	NGCC (NZ Police)
Establish	Data Analyst (subject to ECLI funding)	Manager Service Development	NGCC (NZ Police)
Establish	Senior Cloud Engineer	Manager Service Development	NGCC (NZ Police)
Establish	Scrum Master	Manager Service Development	NGCC (NZ Police)
Establish	ECLI Director	Lead Entity Director	NGCC (NZ Police)

Mapping of current MBIE ECLI positions to those proposed to be established in NZ Police.

MBIE Position title	Similar proposed position in NGCC (NZ Police) (any appointments will be subject to NZ Police vetting requirements)
ECLI Director	Director ECLI
Commercial Specialist	Commercial Specialist
Project Coordinator	Service Coordinator
ECLI Manager Regulation & Commercial	Manager Regulation and Commercial
ECLI Manager MNO Delivery	Manager MNO Delivery
ECLI Manager Service Development	Manager Service Development
Scrum Master (ECLI)	Scrum Master
Senior Cloud Engineer	Senior Cloud Engineer
Manager Service Delivery (ECLI)	Manager Service Delivery
ECLI Solution Architect	Solutions Architect
ECLI Mobile Network Architect	Mobile Network Architect
ECLI Technical Architect	Technical Architect
ECLI Senior Data Analyst	Senior Data Analyst

Appendix 1: Proposed 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.

Redeployment

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

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

Review process

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

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.

Offer of fixed term employment in NGCC (NZ Police)

NZ Police proposes to offer current ECLI employees who meet Police vetting requirements 12-month fixed term positions in the NGCC structure. Our early assessment is that the Terms and Conditions that would be offered are no less favourable than those you have at MBIE.

Appendix 2: Support through change

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

Wellbeing support options

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

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

Learning support options

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

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

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

Career development support

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