



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Foundations for the Future

Final Change Decisions

7 October 2024

Introduction

Tēnā koutou,

I want to begin by offering my sincere thanks for your engagement with me through this change process. The depth of thinking and reflection presented through your feedback on the proposal for change, and the many discussions we held as a leadership team, has helped to shape my thinking about how best to position MBIE for the future. I value the level of consideration you have given to the proposal and how you presented your feedback.

Overall, your feedback showed confidence and support of the changes proposed and provided good suggestions for further refinement that I would like us to collectively progress. I have considered your submissions, including where you have made recommendations beyond what was included in the proposal for change, and where different perspectives were presented on specific elements.

It was also clear that you saw the connection between the intended outcomes of the proposal and the principles that have guided its design which included:

- Grouping like functions together and enhancing alignment across end-to-end processes and services
- Clarifying the connections between our functions and portfolios
- Better balancing capacity and capability across the organisation.

This document confirms the new structure for MBIE and that we will move from eight groups to seven. It also outlines further suggestions for refinement and describes how I intend to carry them forward in a second phase of change.

Reinforced by the feedback you provided, with the exception of some minor refinements, the changes initially proposed will largely proceed.

In finalising my decisions I have continued to focus on the way MBIE is structured in relation to our core policy, regulatory, customer, assurance, and shared service functions based on the intent to:

- Realign our policy functions
- Broaden our regional development and commercial services focus
- Further refine our corporate and digital services
- Further establish shared operations services.

I recognise that in providing feedback, many of you emphasised the importance of planned implementation and a need to focus on the capabilities that will be required to realise the intent of our confirmed structure. I have provided an indication of the implementation plan and approach for second order change which will require further input from you. I continue to value the leadership and energy you bring to the MBIE and thank you for your input in positioning MBIE for the future as we support the Government to rebuild a productive and dynamic economy for New Zealanders. Your leadership commitment to ensuring that MBIE is organised in a simplified and integrated way to facilitate higher levels of collaboration, reduce functional duplication, and deliver high value for the people we serve was unanimously reflected in your feedback. I also appreciated our discussion last week on the Auckland Policy Office, the Government Property Group and Government Procurement, thank you for your suggestions. I have now concluded further consultation on this, and this final pack reflects changes in those areas.

I look forward to your ongoing support as we work together to implement these changes.

Ngā mihi nui

Carolyn Tremain

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

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Implementation overview

Scope of decisions

Final change decisions continue to be focused on my direct reports with a view to minimise impact to Tiers 3 and beyond. Many suggestions for further realignment were provided through feedback which would have impacts beyond this scope. I plan to discuss these suggestions further as a leadership team, to be progressed as appropriate through second order change.

Phased implementation

I indicated an intention to phase implementation of the confirmed structure, based on the scope and complexity of change related to the Corporate and Digital Shared Services function.

Based on their readiness and with the agreement of the current and receiving Deputy Secretaries, there is an opportunity for branches to move into the confirmed new structure prior to changes being reflected in our systems (SAP, FMIS). The system go-live date of 5 December 2024 has been planned to navigate the global SAP upgrade in November and marks the beginning of a pay cycle.

Second order change

I have utilised the feedback section of this document to highlight suggestions that I would like to consider and progress as second order change.

Continuing the collaborative process we have followed as a Senior Leadership Team to discuss the structure of MBIE, I intend for second order changes to be developed as a collective to ensure we consider their possible outcomes and impacts and maintain consistency in approach. These changes will then be managed by the respective Deputy Secretaries.

Interim arrangements

I acknowledge that the structure of some groups will result in large spans of control for several Deputy Secretaries. Aligned to the phased implementation approach, I recognise that there may be a need to establish an interim structure to manage leadership spans in advance of any further steps to review and integrate functions.

Confirmed change process

The confirmed change process which outlines how we have classified impact in respect of these change decisions is outlined in [Appendix 1](#).

Implementation timeline

Activity	Indicative Timeframes
Final decision released	Tuesday 1 October
Expressions of interest (EOI) and selection process	1 – 4 October
Phased implementation period	From October
System go-live of new structure (SAP, FMIS)	Thursday 5 December

Support available

Support will continue to be available to you through the implementation of this change process. Please feel free to contact me at any time or reach out to our Chief People Officer, Jennifer Nathan.

Transition approach

Your feedback highlighted important considerations to navigate as this change is embedded to ensure that intended benefits are realised. In particular, you raised the continued challenges related to siloed ways of working, and the need to ensure that there is suitable alignment between capability and roles, including leadership capability, to best position our core functions for success.

While the changes confirmed in this document are structurally and functionally focused, I agree that structure is one of many aspects that will contribute to the success of our organisation. As we move forward with implementation and consider second order change, I would like us to expand our focus to the cultural, leadership, and capability aspects that will support organisational excellence.

This section confirms the initial approach we will follow to engage with our people and stakeholders as we release and implement final change decisions, in advance of us working through an expanded approach together.

Communications plan

Similar to the release of the proposal for change, I intend to focus first on my direct reports for the release of final change decisions, followed by a structured process to engage and inform our wider organisation.

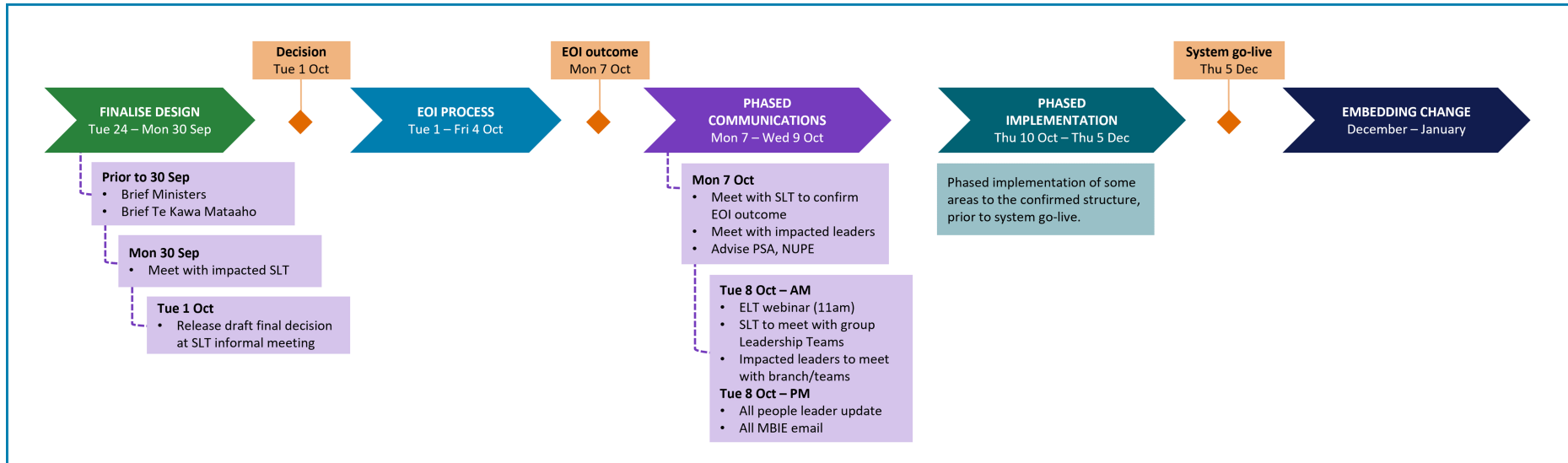
Now that the EOI process is completed we will work together to communicate this change to the rest of the organisation.

My office will continue to manage communications related to this change process, including engagement with some of our Ministers, the Public Service Commission, and the relevant unions (PSA, NUPE). I will ensure you are sufficiently equipped with key messages related to final change decisions, both overall and related to specific groups/functions. This will include the provision of key messages to our Extended Leadership team and people leaders in advance of organisation-wide communications.

A timeline is included on the following page to demonstrate the sequencing of planned activity across the change process.

Implementation timeline

The timeline below demonstrates the sequencing of communications and implementation activities with both MBIE people and key stakeholders.



Confirming MBIE's Foundations for the Future

I proposed changes to the Senior Leadership Team based on our discussions as a collective about the functions and accountabilities managed across business groups, with a view to position ourselves for effective delivery and ensure our functions best reflect our core services, priorities, and capabilities.

The proposal presented to you was shaped from design principles that build on the direction of recent change and reflect MBIE's future needs. I have focused on further grouping like-functions together – considering their relationships to Ministerial portfolios, end-to-end processes, and services – and on ensuring that we direct capacity and capability towards the core services and work that best position us for the future.

I consider this change to be an opportunity to further simplify our organisational structure to reflect core policy, regulatory, customer, assurance, and shared services functions. These intentions and the resulting changes that were proposed for your feedback have been reiterated below.

Summary of changes proposed

Realign our policy functions

By consolidating some of the functions from within Te Waka Pūtahitanga group into Labour, Science and Enterprise and Building Resources and Markets groups. This was proposed with a view to further group policy expertise, enable greater policy connection and ensure efficient engagement and policy advice. The change supports ongoing work within our policy functions to build greater flexibility in ways of working and create surge support for high priority work.

Broaden our regional development and commercial services focus

To sharpen commercial operations and foster stronger connections between the functions that contribute to economic, social, and environmental outcomes, I proposed to align New Zealand Government Procurement with Kānoa – Regional

Development and Commercial Services. With this proposal I intended to create a centre of commercial expertise with an operational focus, expanding the breadth of Kānoa into the Regional Development and Commercial Services group.

Further refine our corporate and digital services

I proposed a combined Corporate and Digital Shared Services group which would integrate some functions from Corporate Services, Finance and Enablement group and all functions from Digital, Data and Insights group. The proposal intended to further integrate corporate and digital shared services, giving priority to performance, continuous improvement, customer centricity, and value for money.

I also proposed changes to the focus of Te Waka Pūtahitanga group with a view to centralise the functions responsible for strategic risk management, assurance and performance into a Strategy and Assurance group. This group would provide assurance to the Chief Executive, hold a medium- to long-term focus on organisational performance, and lead the incubation of key strategic focus areas.

Further establish shared operations services

Building on our commitment to providing consistency across the services we deliver and to streamline customer services, I proposed to establish an Operations Shared Service function in the Te Whakatairanga Service Delivery group to leverage capability and create efficiency. The Customer branch from Immigration New Zealand (INZ) was proposed to be realigned to the function to strengthen our customer approach. I also signalled that further shared services from INZ could move to the Operations Shared Service over time.

Your feedback in relation to the changes proposed and my subsequent decisions are outlined in the sections following. Organisational charts are also provided to demonstrate the impact of change decisions on current positions and reporting lines. Specific impacts to positions are summarised at the [end of this document](#).

Acknowledging your feedback

The following table summarises the feedback you shared with me about MBIE’s Foundations for the Future.

Realign our policy functions	Response
<p>Climate change</p> <ul style="list-style-type: none"> • There was support for aligning climate change advice to the policy levers managed within Building, Resources and Markets group. <p>Economic Strategy</p> <ul style="list-style-type: none"> • While there was support for alignment of these functions to Labour, Science and Enterprise, it was cautioned that deliberate effort would be needed to safeguard long-term and strategic thinking, given the natural pressure that can result from servicing day-to-day Ministerial needs. <p>Te Kupenga Māori Economic Policy and Strategic Partnerships</p> <ul style="list-style-type: none"> • It was suggested that there could be some consideration to the alignment of this function and the economic development levers managed within our policy groups. • However, it was recommended that Te Kupenga remains positioned in the Strategy and Assurance group given its Treaty settlements assurance role, and to avoid fragmenting Māori expertise and capability in respect of policy and settlement assurance and partnerships. 	<p>Auckland Policy Office</p> <ul style="list-style-type: none"> • Realignment of the Auckland Policy Office was included as part of the initial change proposal and its position has been further clarified. The Auckland Policy Office is hosted by MBIE and reports directly to a Group of Chief Executives, chaired by MBIE’s Chief Executive. A separate organisation chart has been included in this pack to reflect this arrangement. <p>Te Waka Pūtahitanga</p> <ul style="list-style-type: none"> • Overall I have seen agreement with the proposed alignments of policy functions from Te Waka Pūtahitanga to Labour, Science and Enterprise and Building, Resources and Markets group and I will proceed with realigning these policy functions as proposed. • I acknowledge the feedback related to Te Kupenga and the change they have experienced recently. As such, this branch will remain in the Strategy and Assurance group but could be further considered as part of second order change.
Broaden our regional development and commercial services focus	Response
<p>Group focus</p> <ul style="list-style-type: none"> • It was recommended that the Kānoa name is retained for the Regional Development and Commercial Services group, even if only in relation to the regional economic development context. • It was also suggested that the group should be considered to have an operational focus, rather than the policy focus positioned in the proposal for change. 	<ul style="list-style-type: none"> • I support the continued use of the Kānoa name to recognise the importance of it being gifted to MBIE by iwi, and its visibility across regions. The group will be named Kānoa – Regional Development and Commercial Services. • While there were some connections made between the existing Kānoa group and our policy functions, I agree that the group has a significant operational focus and that this should be reflected moving forward.

<p>New Zealand Government Procurement</p> <ul style="list-style-type: none"> • Feedback differed with respect to the positioning of New Zealand Government Procurement (NZGP) within a commercial centre of expertise. • There was support for the intention to enhance commercial rigour and approaches through Kānoa – Regional Development and Commercial Services group. • Conversely, there was concern that while there are commercial negotiation aspects to NZGP, these are outweighed by its role to set procurement rules (a significant policy lever with wider policy linkages), provide system leadership, and operate the whole of government regulatory model. • The need to ensure Ministerial confidence in advice was raised, given the weight of procurement settings to whole of economy impacts, which requires close interface with policy especially in relation to Broader Outcomes. It was therefore felt that given confidence is established, the current position of NZGP should be retained. 	<ul style="list-style-type: none"> • I acknowledge the importance of Ministerial interfaces for this portfolio and the diversity of responsibilities it holds as a system leader, including maintaining its important policy linkages. • Having considered this fully, on balance my key driver for this shift is to place emphasis on the commercial focus of this team and I will proceed with the decision to align it to Kānoa – Regional Development and Commercial Services group.
<p>Government Property Group</p> <ul style="list-style-type: none"> • The positioning of the Government Property Group (GPG) was raised, pending completion of the concurrent MBIE Property change process. • It was generally suggested that I should consider positioning GPG in Kānoa – Regional Development and Commercial Services group, or within Te Whakatairanga Service Delivery group. • There was a stronger preference towards aligning the function based on its commercial aspects, echoing the positioning of NZGP within Kānoa – Regional Development and Commercial Services. • Alternatively, it was felt that GPG could align well to Te Whakatairanga Service Delivery to strengthen its focus on customer interface and accountability. 	<ul style="list-style-type: none"> • I agree with your feedback and see the benefit in aligning the Property function to Kānoa – Regional Development and Commercial Services, and its synergies to NZGP. Both functions have all-of-Government mandates and a system leadership focus. • If the current Enhancing MBIE Property change proposal is confirmed, the proposed new General Manager Centre for Government Office Accommodation and the proposed new branch will report to the Deputy Secretary Kānoa – Regional Development and Commercial Services. This move would occur as those changes are implemented, estimated to take effect in February 2025.
<p>Further refine our corporate and digital services</p>	<p>Response</p>
<p>Feedback related to the Corporate and Digital Shared Services group</p>	
<p>Corporate and Digital Shared Services</p> <ul style="list-style-type: none"> • Overall I've seen agreement with the proposal to create a combined Corporate and Digital Shared Services group, bringing together functions responsible for strategic risk management, assurance and performance into a Strategy and Assurance group. 	<ul style="list-style-type: none"> • I will proceed with both proposals. To echo terminology used for Operations Shared Services in Te Whakatairanga Service Delivery, I have adjusted the name of this group and the Deputy Secretary title to Corporate and Digital Shared Services.

<p>Ensuring stability with our Data Strategy</p> <ul style="list-style-type: none"> With consideration to possible impacts of integrating these groups, it was raised that continued momentum to implement the Data Strategy would be important and therefore disruption to the functions involved in this should be limited. 	<ul style="list-style-type: none"> I note the importance of Te Mātahi strategy and intend to support this moving forward, which includes ensuring that this work continues without disruption.
<p>Further suggestions</p> <ul style="list-style-type: none"> It was suggested that the Chief Security Officer (CSO) role should be assigned to the Deputy Secretary Corporate and Digital Shared Services. Your feedback emphasised importance of this role in providing strong and pragmatic advice to MBIE. It was raised that providing a clearer pathway for MBIE teams to navigate corporate services would be necessary as part of the implementation of this model. While there was overall support for combining CSFE and DDI functions, there was some concern expressed about the number of direct reports this could result in. 	<ul style="list-style-type: none"> I agree that the CSO role should be assigned to the Deputy Secretary Corporate and Digital Shared Services once confirmed. I support undertaking further work to ensure ease and effective navigation of our corporate and digital shared services. This would include considering the insights recently provided through the CSFE engagement process. Bringing together CSFE and DDI allows us an opportunity to re-configure some duplicated functions and streamline the shared services that are provided to MBIE. I acknowledge this will initially result in a large number of direct reports, but I see the potential for significant benefit and intend that both spans of control and further functional realignments will be considered through second order change.
<p>Feedback related to the Strategy and Assurance group</p>	
<p>Strategic risk functions</p> <ul style="list-style-type: none"> It was suggested that Legal should remain within Corporate and Digital Shared Services rather than being centralised into Strategy and Assurance to ensure it maintains a balanced focus on facilitation and restriction. The positioning of Communications, Design and Ministerial Services within Strategy and Assurance as a strategic risk function was also questioned. It was felt that the branch provides operational and support services and needs to be focused towards maturing MBIE’s story with a growth lens. Enterprise Workforce Planning and Enterprise Change Management functions within the Enterprise Risk, Strategy and Transformation branch were suggested to be a better alignment with People & Culture than Strategy and Assurance. 	<ul style="list-style-type: none"> While I agree that balancing facilitation and restriction needs to be a key focus for our Legal and Integrity teams, I see the mitigation of risk as a high priority for MBIE given the volume of work underway and multiple moving parts. This also necessitates a strong strategic focus. I also recognise that there is room for development in many of our functional areas, however the capability need is not necessarily related to where the function is positioned. More work is required to focus and improve on capability across MBIE. I acknowledge there are close connections between workforce planning, change and People and Culture. These areas also provide enterprise assurance and hold a strong strategic focus, and positioning of these functions could be further considered as part of second order change. All three branches will proceed to be aligned to the Strategy and Assurance group, with specific functions able to be considered as part of second order change.

<p>Chief Advisor to the Secretary</p> <ul style="list-style-type: none"> While there was support for the expansion of this role, the proposal to change from a direct report to the Secretary was not supported. It was felt that there would be unintended consequences of a reporting line and tier change, namely the loss of unique and impartial positioning, with a sole purpose to work across any part of MBIE on any matter of interest or concern. There was also concern that adding a degree of separation from the Secretary could impact the perceived importance of requests managed via the Chief Advisor. 	<ul style="list-style-type: none"> I acknowledge this feedback and the value provided through the current positioning of the Chief Advisor as a direct report to me, including its impartiality and mobility across the organisation. Based on this, the Chief Advisor will continue to report to me, with expanded scope.
<p>Internal Assurance</p> <ul style="list-style-type: none"> There was a feeling that the Internal Assurance team is under-resourced given the increasing importance of assurance in our current operating context. It was queried whether there could be alignment between Internal Assurance and Regulatory System Assurance, or whether the latter could be refocused or realigned to bolster support and resourcing for Internal Assurance, with an expanded remit. 	<ul style="list-style-type: none"> With pressure being felt across many of our functions, it will be an ongoing focus for us to consider the sizing and balance of teams relative to the demand they manage – including as final decisions are implemented and we begin to consider the scope of second order change. While I acknowledge that there are synergies between the Internal Assurance and Regulatory System Assurance functions, it would be prudent to look at any change related to these areas once the requirements and future direction of the Ministry of Regulation is more clearly understood.
<p>Opportunities for further alignment</p> <ul style="list-style-type: none"> It was suggested that the Entity Performance and Investment branch within Labour, Science and Enterprise group would be better positioned with the Strategy and Assurance group based on its role to monitor Crown Entity performance provide assurance as to the strength of our relationships with Crown Entities. Differing views on the positioning of Mātauranga Māori were raised. While some suggested that the function could align well with the focus of the Strategy and Assurance group (including accountability for Te Tāpuhipuhi), others felt that the benefits may not outweigh the disruption caused by further changes to this area. 	<ul style="list-style-type: none"> The positioning of Entity Performance has been duly considered given its role in assurance. While there are several possible alignments for this function across MBIE, its integration with our policy teams remains key. I feel that the function is currently operating well given the complexities it manages and is best positioned to maintain an ongoing focus on performance improvement. Moving the Mātauranga Māori function was not proposed as part of this change and my view is it should remain where it is currently positioned at this time.
<p>Further establish shared operations services</p>	<p>Response</p>
<p>Customer capability</p> <ul style="list-style-type: none"> While there was some support to centralise customer capability as an operations shared service, there was concern about the continuity of work currently managed by the Customer branch within INZ to build a future service offering. 	<ul style="list-style-type: none"> My vision for the operations shared service function is to create an operational spine for MBIE that is managed from one platform. This will enable us to provide common support across multiple brands, building on the work we have done in the contact centre and compliance and investigations areas. I see the establishment of this team as foundational to improve access to capability and create efficiencies.

<ul style="list-style-type: none"> • In particular, customer research and strategy capabilities had been intended to play a central role in the Future Services programme and there was appetite to continue some level of embedded expertise in the programme. Further work would be required to determine resourcing for the programme without additional cost. • It was raised that there is a team within the Customer branch that has a sole focus on the authorising environment for Visa Operations and no other aspects of MBIE operations. It holds critical relationships with Immigration Advisors, which are a priority for the Minister, and it was recommended that the team remains in INZ to show continued commitment to close partnership with the Immigration industry. 	<ul style="list-style-type: none"> • I will proceed with the decision to establish an Operations Shared Services function in Te Whakatairanga Service Delivery and align the Customer branch from INZ to this function, with a view that its capability would be built upon over time. • I agree that the team focused on relationships with Immigration Advisors should remain within INZ given the importance of this work and need to remain in close proximity to the Deputy Secretary and Visa Operations. The team will report to the Associate Deputy Secretary Immigration which has accountability for the health of strategic immigration relationships.
<p>Further distinguish shared services</p> <ul style="list-style-type: none"> • In respect of the proposal to both centralise corporate and digital shared services and operations shared services, it was raised that further work could be done to distinguish whole of MBIE services from those which focus on operations – to reinforce these models. 	<ul style="list-style-type: none"> • I acknowledge that there is more work to be done to improve the clarity of the services we provide and how to engage with them. I would like this to be a key focus for both groups moving forward.
<p>Intelligence capability</p> <ul style="list-style-type: none"> • It was suggested that Intelligence and National Prioritisation functions held within the DDI group could be considered operations shared services and integrated within Te Whakatairanga Service Delivery under the Strategy, Performance and Design branch to ensure sufficient distance from regulatory branches. • Conversely, it was raised that Intelligence has functions and responsibilities outside of operations (such as to strategy-level products and National Security) and should continue to be positioned outside of operational areas. 	<ul style="list-style-type: none"> • My view is that the Intelligence function should not be moved to the Operations Shared Services function, however I do see a need to undertake a review of how work from this area is commissioned.
<p>Opportunities for further alignment</p> <ul style="list-style-type: none"> • Design and Marketing capability currently within Communications, Design and Ministerial Services could be considered an operations shared service to align more closely with service delivery, balancing an internal and external focus. • Similarly, it was seen that workforce planning and service design capabilities, currently positioned in a number of teams across MBIE, could be centralised within the Operations Shared Services function. 	<ul style="list-style-type: none"> • I agree that there will be a variety functions such as those raised which may warrant further review to consider alignment opportunities. I intend that these will be discussed and considered as part of second order change.

Other feedback	Response
<p>Roles and responsibilities</p> <ul style="list-style-type: none"> Given the breadth of functional shifts proposed, it was recommended that there is effort placed to clarify ongoing accountability to avoid re-litigation of ownership and responsibility as structures are implemented. 	<ul style="list-style-type: none"> I agree and intend that we discuss this as a leadership team as part of the implementation of change decisions, including giving consideration to Ministerial relationships and management of Government priorities.
<p>Governance framework</p> <ul style="list-style-type: none"> Following confirmation of final decisions, you raised that there may need to be a review of our governance structure including Chairs and Co-Chairs. It was suggested that the Strategy and Assurance group could remain in the Policy Coordination and Alignment Committee (PCA) to retain a level of connection with policy capability and activity in respect of our strategic goals. 	<ul style="list-style-type: none"> Following confirmation of the Senior Leadership Team, we will review our Mana Whakaruruhau – governance structure and positioning of the team across those committees. This will include consideration about the positioning of the Strategy and Assurance group on the PCA Committee.
<p>Culture</p> <ul style="list-style-type: none"> It was widely recognised in feedback that working as a more integrated and agile organisation would be in-part supported by structural realignment, and would also require concerted effort, engagement, and a long-term embedding plan to successfully realise the potential of MBIE. 	<ul style="list-style-type: none"> I agree with your sentiments. As we move forward with implementation and consider second order change, I would like us to expand our focus to the cultural, leadership, and capability aspects that will support organisational excellence.
<p>Leadership capability</p> <ul style="list-style-type: none"> There was a feeling that leadership capability would need focused attention to address siloed working and foster a strategic, collective approach to working in line with the intended outcomes of this change process. Further, it was recommended that I consider the capabilities MBIE will require from both leaders and staff into the future, to ensure these are matched to the functions that have formed the basis of this change – including what may be required to address capability gaps. 	<ul style="list-style-type: none"> I agree that we will need to set clear expectations for our leaders and people as we implement the confirmed organisational structure. Further, I want to make sure that our focus expands from structural consideration to developing the capability MBIE needs to manage immediate capability gaps and position us well to manage future needs.
<p>Opportunities to automate</p> <ul style="list-style-type: none"> The potential to further digitise our services and utilise tools like AI to find efficiencies in our existing platforms and services was raised as an important companion to structural changes. 	<ul style="list-style-type: none"> My view is there are significant opportunities to use AI to automate solutions and remove manual intervention. Work has already started on this in DDI, and many suggestions have also been made in this area as part of the CSFE engagement process, and opportunities continue to be highlighted by our people.

Confirmed changes to MBIE's Senior Leadership Team

Realign our policy functions

Continuing with the proposal to realign some teams from Te Waka Pūtahitanga group to enable greater policy connection with portfolios managed by Building, Resources and Markets and Labour, Science and Enterprise groups, the following changes will be implemented:

1. The **General Manager Economic Systems Leadership** will have a change of reporting line to the Deputy Secretary Labour, Science and Enterprise. All positions except for the Chief Advisor Climate and the Manager Economic Policies Priorities will continue to report to this position and have a change in group, retaining current structure.
2. The **Chief Advisor Climate** will have a change of reporting line to the Deputy Secretary Building, Resources and Markets.
3. The **Manager Economic Policies Priorities** will have a temporary change of reporting line to the Chief Advisor Climate. The team reporting to this position will have a change in group, retaining current structure.
4. The **Director Group Initiatives** will have a change of reporting line to the Deputy Secretary Labour, Science and Enterprise.

Broaden our regional development and commercial services focus

I will proceed with the intention to establish a centre of commercial expertise in the Kānoa group, which will broaden its focus and functions. Confirming this decision has warranted consideration about the positioning of the Government Property Group, as well as New Zealand Government Procurement. In respect of both functions and the Kānoa group, the following changes will be implemented:

5. **Kānoa – Regional Economic Development and Investment Unit** will be re-named to Kānoa – Regional Development and Commercial Services.
6. The **General Manager New Zealand Government Procurement** will have a change in reporting line to the Deputy Secretary Kānoa – Regional Development and Commercial Services. Teams reporting to this position will have a change in group, retaining current structure.
7. As a result of expanding functions within its responsibility, the **Deputy Secretary Head of Kānoa – Regional Economic Development and Investment Unit** position will have a change of scope and a position title change to Deputy Secretary Kānoa – Regional Development and Commercial Services.
8. If the current Enhancing MBIE Property change proposal is confirmed, the proposed new General Manager Centre for Government Office Accommodation and the proposed new branch will report to the Deputy Secretary Kānoa – Regional Development and Commercial Services. This move would occur as those changes are implemented, estimated to take effect in February 2025.

Further refine our corporate and digital services

There was clear support to progress with the integration of Corporate Services, Finance and Enablement (CSFE) and Digital, Data and Insights (DDI) groups. I will proceed with changes as proposed, recognising that the Deputy Secretary of the combined new group may seek to further consider the integration of corporate and digital functions, executive shared services, and whether interim support would provide additional leadership and guidance for the group during the implementation period. The following changes will be implemented:

9. A new **Deputy Secretary Corporate and Digital Shared Services** position will be established.

10. The following positions will have a change of reporting line to the Deputy Secretary Corporate and Digital Shared Services:

- a. **Chief Operating Officer**
- b. **Chief Financial Officer**
- c. **Director Mātauranga Māori**
- d. **Head of the Office of the Deputy Secretary**
- e. **Chief People Officer**
- f. **General Manager Workplace, Safety and Security**

Teams reporting to these positions will have a change in group, retaining current structure.

11. The following positions will have a change of reporting line to the Deputy Secretary Corporate and Digital Shared Services:

- a. **General Manager Digital Solution Delivery**
- b. **General Manager Digital Operations**
- c. **General Manager Planning, Risk and Assurance**
- d. **General Manager Partnerships and Programmes**
- e. **General Manager Data, Insights and Intelligence**
- f. **Chief Technology Officer**
- g. **Chief Information Security Officer**
- h. **Chief Data Officer**

Teams reporting to these positions will have a change in group, retaining current structure.

12. **Te Waka Pūtahitanga** group will be re-named Strategy and Assurance.

13. The **General Manager Enterprise Strategy, Risk and Transformation; General Manager Communications, Design and Ministerial Services;** and the **Chief Legal Officer** will have a change of reporting line to the Deputy Secretary Strategy and Assurance. Teams reporting to these positions will have a change in group, retaining current structure.

14. The **Chief Advisor to the Secretary** will have a position title change to Chief Advisor to the Secretary and Special Projects to reflect its expanded accountability for Inquiries Management and key Ministry projects.

15. The **Deputy Secretary Te Waka Pūtahitanga** position will have a change of scope and a position title change to Deputy Secretary Strategy and Assurance.

16. As a result of the decision to align the functions reporting to the **Deputy Secretary Digital, Data and Insights** to the Corporate and Digital Shared Services group, this position will be disestablished.

17. As a result of the decision to align the functions reporting to the **Deputy Secretary Corporate Services, Finance and Enablement** to the Corporate and Digital Shared Services and Strategy and Assurance groups, this position will be disestablished.

Further establish operations shared services

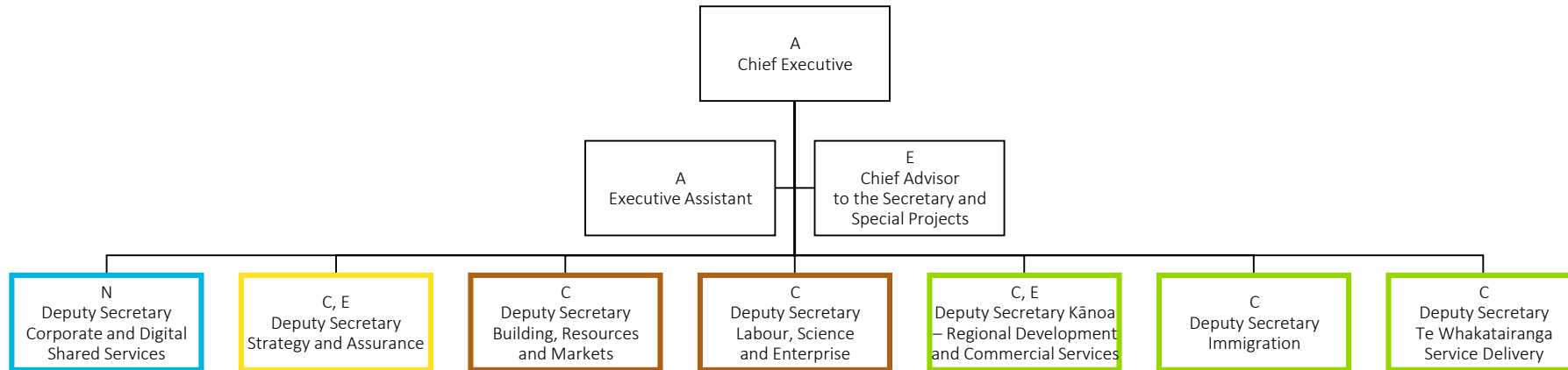
The establishment of an Operations Shared Services function will largely progress as intended, with one specialist team from the Customer branch to be retained within Immigration. Further work is required to build Operations Shared Services, ensuring continuity of services across the Immigration system and key work programmes. The following changes will be implemented:

18. The **General Manager Customer** will have a change of reporting line to the Deputy Secretary Te Whakatairanga Service Delivery. All teams reporting to this position, except the Manager Specialist Engagement will have a change in group, retaining current structure.

19. The **Manager Specialist Engagement** will have a change of reporting line to the Associate Deputy Secretary Immigration to maintain close connection to the Deputy Secretary and Visa Operations. The team reporting to this position will have a change in branch, retaining current structure.
20. The following functions within **Te Whakatairanga Service Delivery** will be included as part of the Operations Shared Services function:
 - **Immigration Compliance and Investigations**
 - **Engagement & Experience**
 - **Kiritaki Centricity and Innovation**
 - **Strategy, Performance & Design**
21. As a result of the decision to move the General Manager Customer to Te Whakatairanga Service Delivery, the **Deputy Secretary Immigration New Zealand** will have a minor change.
22. As a result of the decision to align the General Manager Customer to the **Deputy Secretary Te Whakatairanga Service Delivery**, this position will have a scope change.

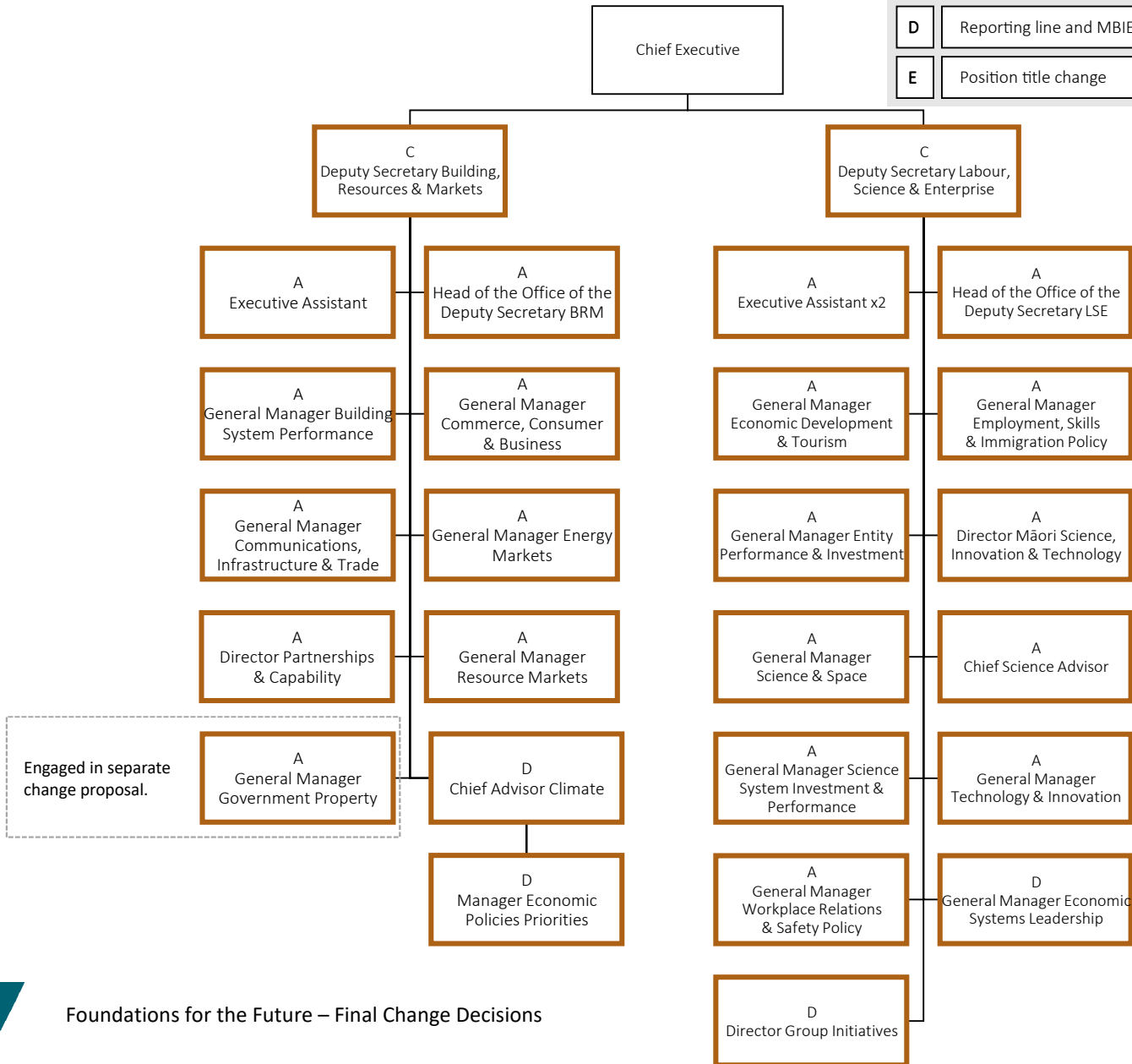
Confirmed organisational chart – MBIE Senior Leadership Team

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Operations	
C	Scope change/minor change	Corporate and Digital Shared Services	
D	Reporting line and MBIE group change	Strategy and Assurance	
E	Position title change		



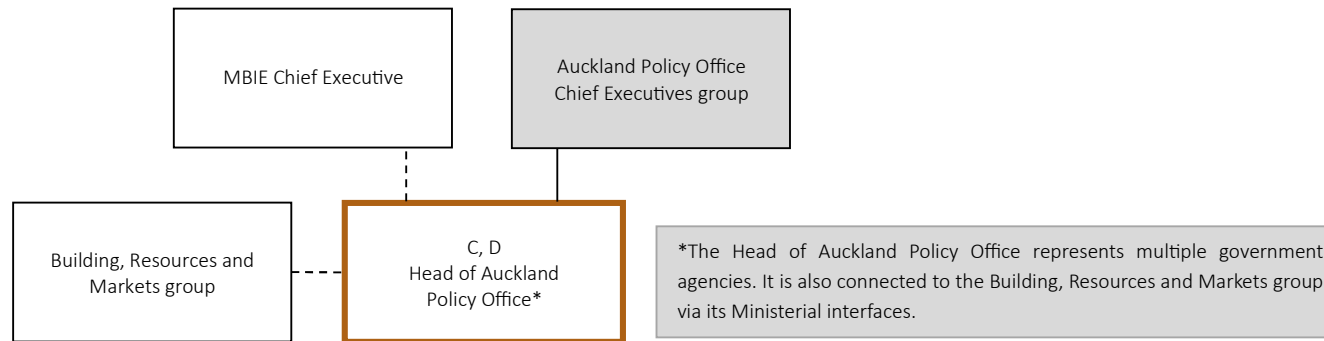
Confirmed organisational chart – MBIE policy functions

KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Operations
C	Scope change/minor change	Corporate and Digital Shared Services
D	Reporting line and MBIE group change	Strategy and Assurance
E	Position title change	



Confirmed organisational chart – MBIE policy functions

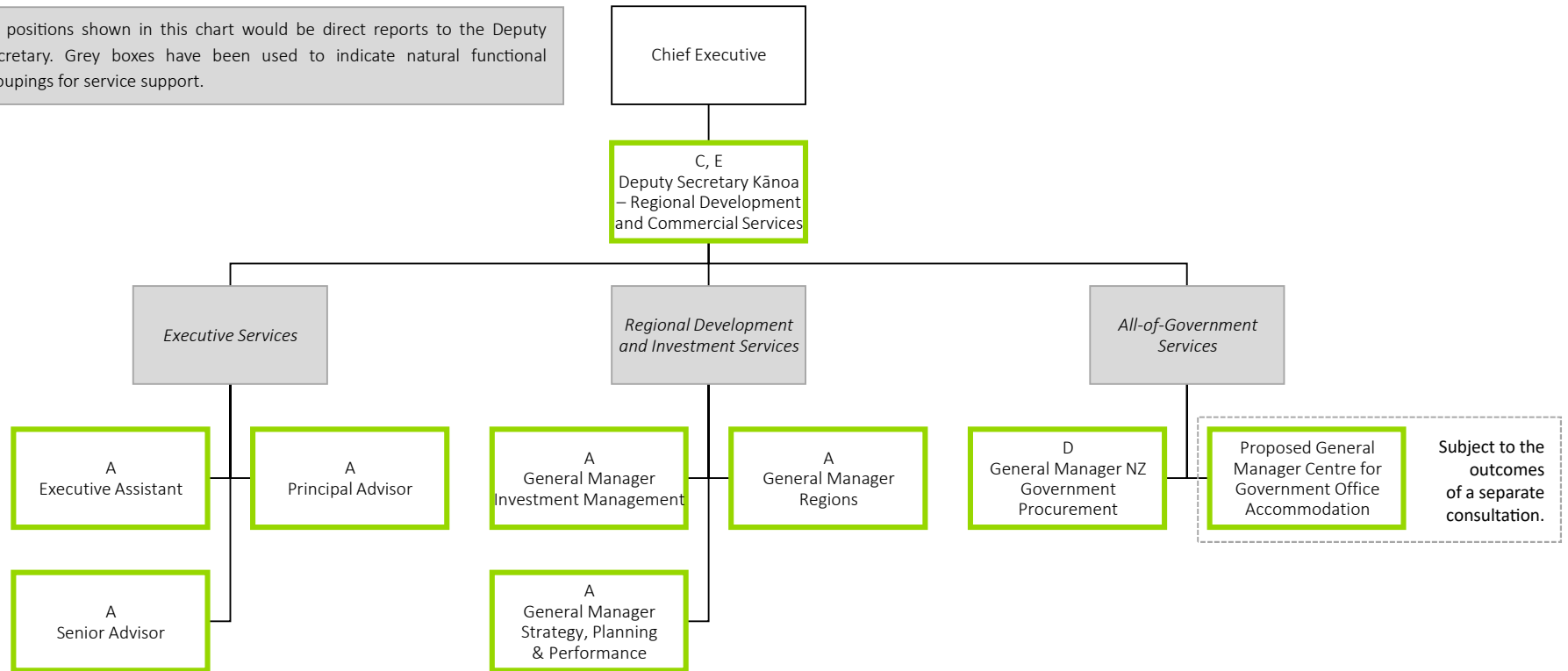
KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Operations
C	Scope change/minor change	Corporate and Digital Shared Services
D	Reporting line and MBIE group change	Strategy and Assurance
E	Position title change	



Confirmed organisational chart – Kānoa – Regional Development and Commercial Services

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Operations	
C	Scope change/minor change	Corporate and Digital Shared Services	
D	Reporting line and MBIE group change	Strategy and Assurance	
E	Position title change		

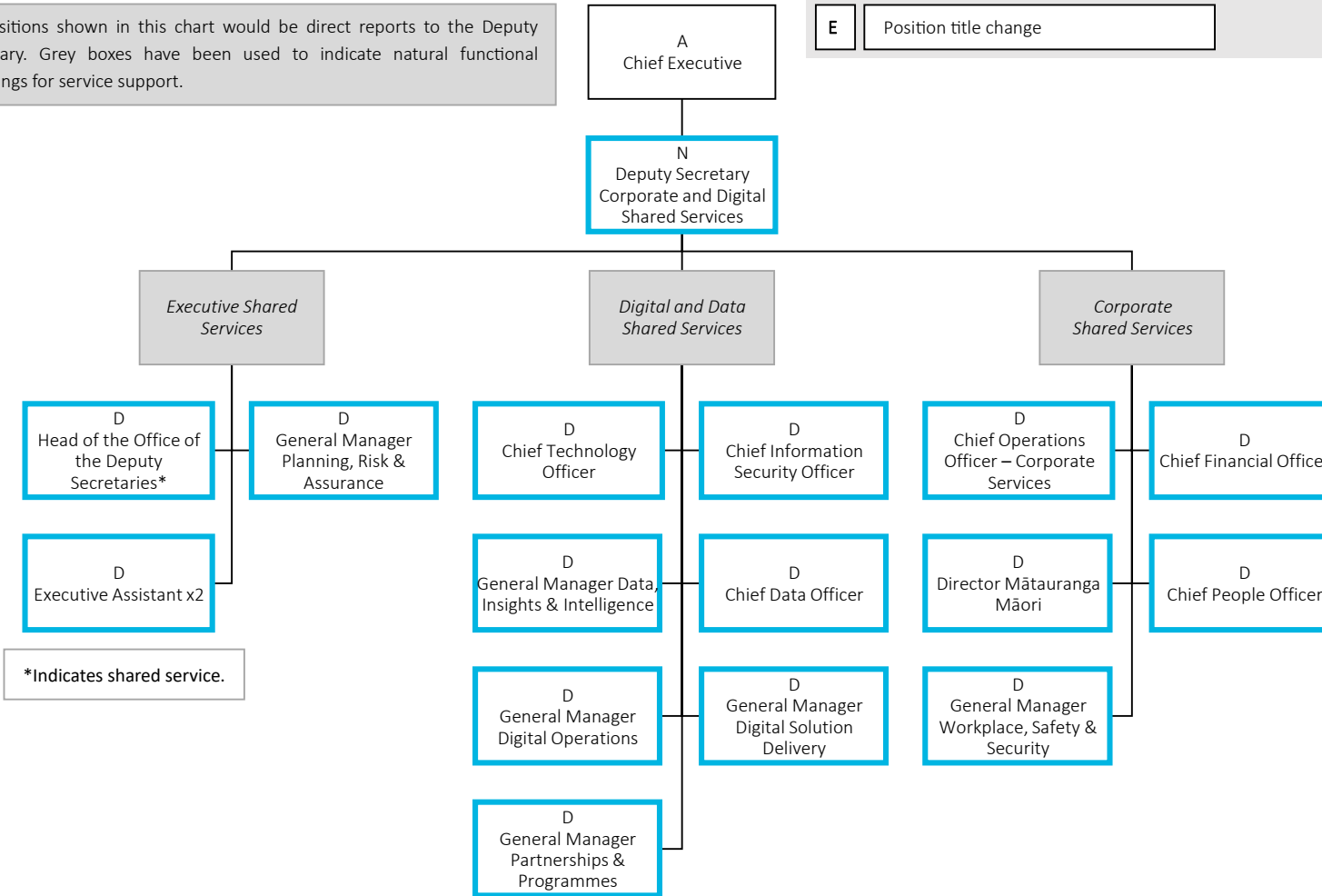
All positions shown in this chart would be direct reports to the Deputy Secretary. Grey boxes have been used to indicate natural functional groupings for service support.



Confirmed organisational chart – Corporate and Digital Shared Services

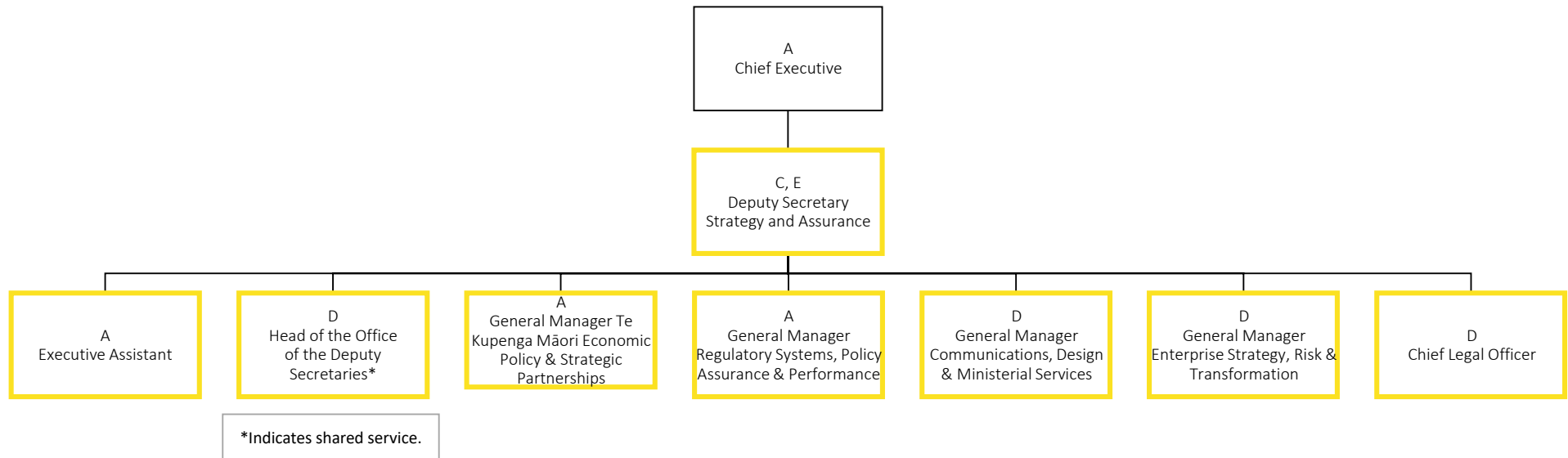
KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Operations	
C	Scope change/minor change	Corporate and Digital Shared Services	
D	Reporting line and MBIE group change	Strategy and Assurance	
E	Position title change		

All positions shown in this chart would be direct reports to the Deputy Secretary. Grey boxes have been used to indicate natural functional groupings for service support.



Confirmed organisational chart – Strategy and Assurance

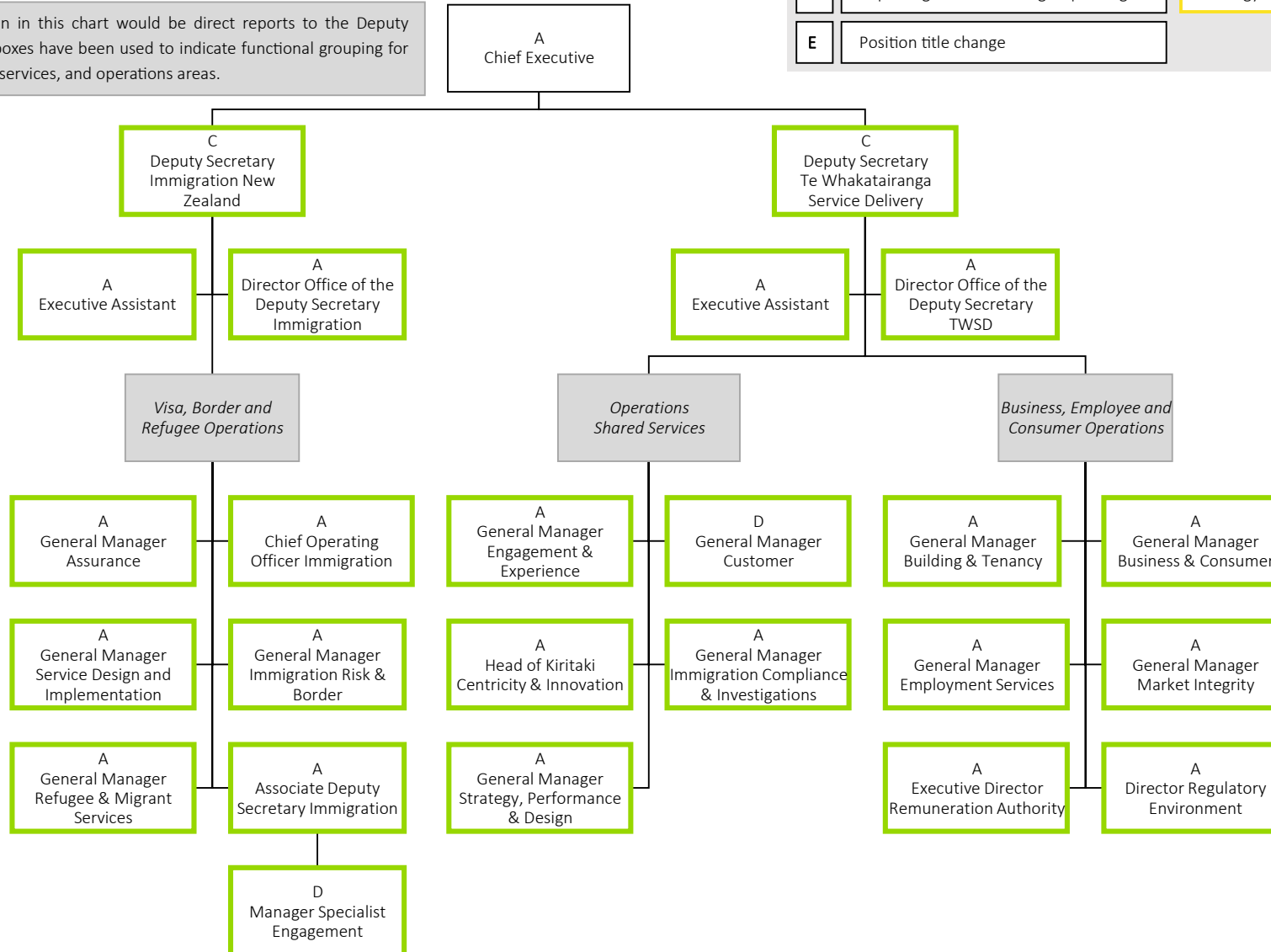
KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Operations
C	Scope change/minor change	Corporate and Digital Shared Services
D	Reporting line and MBIE group change	Strategy and Assurance
E	Position title change	



Confirmed organisational chart – Immigration New Zealand and Te Whakatairanga Service Delivery

All positions shown in this chart would be direct reports to the Deputy Secretaries. Grey boxes have been used to indicate functional grouping for operations shared services, and operations areas.

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Operations	
C	Scope change/minor change	Corporate and Digital Shared Services	
D	Reporting line and MBIE group change	Strategy and Assurance	
E	Position title change		



Summary of changes

Description of change (Senior Leadership Team)	FTE impact
Disestablished position	2
New position	1
Minor change with reconfirmation	8
Scope change with direct reassignment	2
Net impact	-1
Description of change (rest of MBIE)	FTE impact
Change of Reporting Line and Group/Branch	23.3
Change of Group/Branch	1,412.7
No change	4,550.1

New position

Position title	Reporting line	Indicative band
Deputy Secretary Corporate and Digital Shared Services	Chief Executive	26

Disestablished positions

Position title	Reporting line
Deputy Secretary Corporate Services, Finance and Enablement	Chief Executive
Deputy Secretary Digital, Data and Insights	Chief Executive

Reconfirmed with minor changes

Position title	Description of change
Deputy Secretary Te Waka Pūtahitanga	<ul style="list-style-type: none"> • Position title change to Deputy Secretary Strategy and Assurance • Scope change • Direct reassignment
Deputy Secretary Head of Kānoa – Regional Economic Development and Investment Unit	<ul style="list-style-type: none"> • Position title change to Deputy Secretary Kānoa – Regional Development and Commercial Services • Scope change • Direct reassignment
Deputy Secretary Building, Resources and Markets	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Labour, Science and Enterprise	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Immigration	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Te Whakatairanga Service Delivery	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation

Position title	Description of change
Chief Advisor to the Secretary	<ul style="list-style-type: none"> • Position title change to Chief Advisor to the Secretary and Special Projects • Change of scope • Reconfirmation
General Manager Economic Systems Leadership	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Labour, Science and Enterprise • Group change to Labour, Science and Enterprise • Change of scope • Reconfirmation
Director Group Initiatives	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Labour, Science and Enterprise • Group change to Labour, Science and Enterprise
Chief Advisor Climate	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Building, Resources and Markets • Group change to Building, Resources and Markets
Manager Economic Policies Priorities	<ul style="list-style-type: none"> • Reporting line change to Chief Advisor Climate • Group change to Building, Resources and Markets
General Manager New Zealand Government Procurement	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Kānoa – Regional Development and Commercial Services • Group change to Kānoa – Regional Development and Commercial Services
General Manager Communications, Design and Ministerial Services	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
General Manager Enterprise Strategy, Risk and Transformation	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
Chief Legal Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
Chief Operating Officer – Corporate Services	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services

Position title	Description of change
Chief Financial Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Chief People Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Workplace, Safety and Security	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Director Mātauranga Māori	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Chief Information Security Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Data, Insights and Intelligence	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Chief Data Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Digital Operations	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Digital Solution Delivery	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Partnerships and Programmes	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Chief Technology Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services

Position title	Description of change
Head of the Office of the Deputy Secretaries	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services and Deputy Secretary Strategy and Assurance • Group change to Corporate and Digital Shared Services and Strategy and Assurance
General Manager Planning, Risk and Assurance	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
Executive Assistant x2	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Shared Services • Group change to Corporate and Digital Shared Services
General Manager Customer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Te Whakatairanga Service Delivery • Group change to Te Whakatairanga Service Delivery
Manager Specialist Engagement	<ul style="list-style-type: none"> • Reporting line change to Associate Deputy Secretary Immigration • Branch change to Associate Deputy Secretary Immigration • Change of tier

Appendix 1: Confirmed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes that will be applied to changes confirmed as a result of this change process. This includes reconfirmation, reassignment, and selection.

Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to **‘contestable reconfirmation’** via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

Reassignment

As part of the consultation process you may be proposed to be **‘directly reassigned’**. In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description is 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 terms and conditions for the position are no less favourable; and
- The location of the position is in the same local area (note: this need not mean the same building and/or on the same street).

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

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to **‘contestable reassignment’** via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

New positions

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

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

Selection and Expression of Interest (EOI) process

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

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form; and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for; and/or
- Express an interest in voluntarily ending your employment without actively seeking reassignment 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.

To participate in an EOI process you would need to let the Chief Executive know in writing your preference of the options noted above.

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

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

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. Please raise concerns with me at the earliest opportunity so I can address them with you.