

# LSE Supporting Economic Growth

## Proposal for Change

11 March 2025

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# Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

In 2024, we worked at pace to support our Ministers to deliver on their priorities during their first year in Government. We also put in place a number of changes to position our organisation for the future.

In December 2024, our simplified organisational structure, 'Foundations for the Future' went live. Structure is one of many aspects that contribute to the success of MBIE, and these changes reflected core policy, regulatory, customer, assurance, and shared service functions through:

- Realigning our policy functions
- Broadening our regional development and commercial services focus
- Further refining our corporate and digital services
- Further establishing shared operations services.

As we begin 2025, the establishment of the Economic Growth portfolio and additional changes to Cabinet across related portfolios has set a bold agenda for the Government and for MBIE for this year and beyond. The Prime Minister has clearly stated that the Government's goal is "to unleash the growth, innovation, and investment we need to thrive". As the lead agency for Economic Growth, MBIE has a central role in supporting the delivery of this objective.

It remains a priority for MBIE and the public service to ensure we have a focus on responsible spending, achieving value for money and ensuring we are positioned to deliver key outcomes. As an organisation this means we need to continue to adapt and evolve, not only to ensure we are best set up to respond to Government priorities and decisions, but to establish a baseline for our organisation to move forward in the medium- and long-term.

In implementing 'Foundations for the Future' last year, I signalled that we would need to consider further change in some areas of our organisation. We need to continue to

look at the way our functions are grouped, as well as the ways we work together, to streamline processes and create efficiencies.

Continuing to build centres of expertise across MBIE will enable a consistent, high-quality service offering across similar functions.

Many of our teams have provided insights and ideas about how we can achieve these outcomes as an organisation through consultation and engagement processes and the MyVoice survey, undertaken across MBIE in recent months. The feedback demonstrates the continued commitment of our people to achieve higher levels of service and positive impacts for our customers and, as a result, for New Zealanders.

The impact of continuous change on our people has been shared as part of this feedback. In showing we are listening to this, we will work to ensure a focus on the cultural, leadership, and capability aspects that will support ongoing organisational excellence. This is important because change will remain part of our environment this year, and I am proud of how our people have managed through our change processes to date and supported each other.

As an organisation we have a wealth of capability, expertise and talent. I have confidence in our ability to deliver great outcomes for New Zealanders in 2025, as well as address the opportunities and challenges we will face.

Ngā mihi nui

**Carolyn Tremain**

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

## Introduction from Nic Blakeley

Tēnā koutou,

Over the last year and a half LSE has been working hard to support the government on its priority areas including delivery of significant portfolio work programmes while operating within a tighter fiscal environment. We also implemented the Flexible Policy Workforce Approach to ensure we were sufficiently focused on portfolio priorities.

This time last year I commenced a realignment process for LSE to ensure we were effectively set up. Since then, the landscape has changed significantly. Changes over the last year have required me to review again the LSE structure, and I signaled in December last year that I would be considering whether to initiate a change process early this year.

With the Economic Systems Leadership Branch joining LSE in December 2024, there was a need to look at how we organise and make the most of having our economic analysis and policy capability together in the same group to give effect to Government priorities.

The recent Cabinet reshuffle has resulted in MBIE now supporting a number of new portfolios. LSE is taking the lead in supporting the Government on its key priority of economic growth, and this has provided further impetus for this change proposal.

The recent Economic Growth sprint MBIE led, demonstrated how we'll need to work at pace, utilising all our collective expertise and skills across government, and make connections across multiple portfolios in order to support the Government's priority of economic growth. It's important that we have a clear focus on this at MBIE given our leading role in supporting the Minister on this work.

We now need to consider how best to arrange ourselves with increased breadth of work and ensure we are best using our skills and expertise to support the Government's economic growth focus. As with our change process last year, a key principle informing this change is that we organise ourselves to most effectively align our capability and capacity to the Government's work programme and Ministerial portfolios. Another key

principle informing this proposal is to minimise the impact of change. Therefore this proposal is not about reducing LSE or impacting positions unnecessarily, rather it is about reshaping and realigning how we are organized to enable us to work effectively.

Ngā mihi nui



**Nic Blakeley**

Deputy Secretary, Labour Science and Enterprise

# Overview of this proposal

This document contains the reason for proposing changes for our group, how it would impact the current structure, the process that would be followed to make decisions about the change, including timeframes and how to provide feedback.

## Understanding proposed changes to your position

Current and proposed organisational charts have been included to demonstrate the impacts that proposed changes would have to the structure of our group. There is also a summary table with more detail about proposed changes to positions and new positions at the end of this document.

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

## Proposed change process

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

## Providing feedback

I really encourage you to read and reflect on this change proposal so that you can understand how we are looking into the future as a group. Your feedback is important to the success of any changes we make across LSE, and I invite you to share your perspective, based on your unique experience of our mahi.

You can feedback on all aspects of this proposal for change, including the change process and position descriptions. Send feedback to: [LSEChange@mbie.govt.nz](mailto:LSEChange@mbie.govt.nz).

MBIE recognises that feedback can be provided individually or as a group and in formats other than written, and as such will enable verbal submissions upon request. This also includes where the union wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email [LSEchange@mbie.govt.nz](mailto:LSEchange@mbie.govt.nz) and we will arrange a suitable time.

This proposal has been shared with the Public Service Association (PSA). PSA members can contact Partha Jupudi ([partha.jupudi@mbie.govt.nz](mailto:partha.jupudi@mbie.govt.nz)) or Howden Gray ([howden.gray@mbie.govt.nz](mailto:howden.gray@mbie.govt.nz)) for support and/or to discuss your feedback.

Once the consultation period has closed, all feedback will be carefully considered before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process.

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.

## Indicative timeline

Activity	Indicative Timeframes
Consultation period	11 March to 24 March
Feedback reviewed and considered	By 4 April 2025
Final decision	10 April 2025
Proposed 'go-live' of new structure	8 May 2025

# Case for change

## Background

In April last year I initiated an LSE wide change process to ensure that LSE was well set up to support the priorities of the new Government and respond to a more constrained fiscal environment. We implemented this change in June 2024. This realignment for LSE enabled us to effectively support the priorities of the new Government while maintaining the skills and expertise of our LSE people. Following this change process we also implemented the Flexible Policy Workforce Approach to allow for resource to be moved to priority policy areas and support people broadening their skills and experience.

Two things have happened since the new LSE structure was implemented which mean I've needed to reconsider how we are best organised. Firstly, as a result of the MBIE Foundation's for Change process at the end of last year we have welcomed a new branch into LSE, Economic Systems Leadership. Secondly, this year there was a Cabinet reshuffle resulting in a change in Ministers and the Economic Development portfolio became the Economic Growth portfolio led by a new Minister. This new portfolio has a stronger focus on economic growth with MBIE playing a leading role in supporting the Government on this priority.

The recent sprint to produce the 'Going For Growth' illustrated how MBIE will need to work collaboratively, at pace, and with a clear focus on delivery across all portfolios. This is evidenced by the design principles that underpin this proposal and is a key outcome I am seeking from the change. I believe the proposal included here meets MBIE's need, as the lead economic growth agency, to support the Government on its bold economic agenda.

This change process needs to be pragmatic to allow us to respond to increased portfolio work programme demands with minimal disruption. Therefore, this proposal is to bring together our economic expertise from two branches into one economic growth branch that can drive MBIE's economic growth work

programme. While it is likely that this branch will need additional resources to support business engagement and service ministerial groups, the initial starting point will be to align existing positions and grow as needed.

Given the corresponding growth in the Tourism and Hospitality work programme I am also proposing that we revert back to having a stand-alone branch for this portfolio. While there are strong linkages between economic growth and tourism and hospitality, both have distinct and demanding work programmes. I believe this proposal will provide sufficient focus to enable delivery on these priority work programmes. It would mean each branch would be able to focus on servicing one Minister thereby streamlining the provision of advice and support for Ministers.

## Design principles

The Chief Executive's '*Foundations for the Future*' change proposal in 2024 put forward principles that would underpin the design and the direction of change MBIE is taking as an organisation. These principles have also informed this change process.

- **Group like functions together** to enhance our ability to deliver on Government priorities and make the best use of MBIE expertise.
- **Make the necessary change** to deliver what is required but keep that focussed on where it's needed, thereby minimising change that is not necessary.
- **Clarify the connection between our functions and portfolios** to simplify internal points of accountability and balance the number of Ministerial interfaces managed within groups.
- **Focus capacity and capability towards core services** to ensure we deliver to a defined workplan that reflects government priorities, demonstrates responsible spending, and delivers value for money.
- **Anticipate our future needs** to be prepared for environmental challenges and opportunities, ensuring that we maintain and continue to develop

the critical skills and capability that MBIE needs to achieve its long-term objectives.

## Desired outcomes

Design principles directly relate to the outcomes we aim to achieve through change. I have focused on supporting the following outcomes through the changes proposed across our group:

- **We are organised to deliver on the Government's Going For Growth priority** by putting together our economic expertise from across LSE into one focussed branch.
- **The impact of change is minimised** by only affecting necessary roles and making changes needed to give effect to the desired outcomes, thereby reducing disruption across other branches of LSE that have busy work programmes to deliver.
- **Adapt as needed over time and be flexible** by working within our current resourcing envelope and moving teams to give effect to the outcomes, using tools like the Flexible Policy Workforce Approach to adapt in response.
- **Balance policy specialism and flexibility** by continuing to group expertise to ensure efficient and effective engagement and policy advice, while developing flexibility in ways of working to enable cross-functional management of high priority work.

## How we'll measure success

It is my view that we will measure how we have achieved these desired outcomes by:

- Consistent and ongoing satisfaction of Ministers with the support we've provided for Government priorities

- Achievement of deliverables under "Going For Growth" and the Tourism and Hospitality work programme
- The new branches have effectively enabled MBIE to leverage the considerable expertise and knowledge of our people to deliver portfolio outcomes.
- LSE people can see a direct line of sight from the work they are doing to Government and organisational priorities and feel empowered and energised to do a great job.
- The change continues to support our flexible policy workforce approach and kaimahi have opportunities to engage in interesting pieces of work across these LSE portfolios.

I invite your feedback on the principles and outcomes that have been used as the foundation for this document, in particular, opportunities you see for us to monitor and measure success within our group, and across MBIE's strategic focus areas.

## Scope of this change

The proposed changes set out in this document are focused on how to best utilise our existing skills and expertise to support the Government's economic growth focus and an increased work programme in the Tourism and Hospitality portfolio. Therefore, this change proposal is centred around the Economic Systems Leadership and Economic Development & Tourism branches.

# Creating an Economic Growth branch and a Tourism & Hospitality branch.

## Why change is proposed

As part of the recent Cabinet reshuffle in Ministers, the Economic Development portfolio has become the Economic Growth portfolio with a new Minister. This portfolio has a more targeted focus on growth than the previous economic development portfolio and will have an ambitious work programme. On 13 February 2025 the Government released Going For Growth, setting out its approach to enable economic growth, to deliver more jobs, higher incomes, and money to invest in services like our schools, hospitals and roads. This branch will shape and strengthen economic growth through collaboration and partnership to lift economic performance, so that New Zealanders thrive.

With the Government's focus on economic growth there is a corresponding increase in the work of the Tourism and Hospitality teams. Last year we merged the Economic Development and Tourism teams into one branch. This was appropriate at the time in terms of strengthening connections between the two work areas and responding to the fiscal pressures.

Since then, we have welcomed the Economic Systems Leadership branch into LSE, and this has led me to consider how we best organise our expertise in economic growth. In 2025 we have also seen a significant increase in work across both economic growth and tourism and hospitality. Given the criticality of these work areas to Government's priorities around economic growth I believe we now need to separate Tourism and Economic Growth into two separate branches again to ensure we can deliver on two distinct but related ambitious work programmes.

## The following changes are proposed

The new Economic Growth branch will be responsible for providing advice and support to the Government on its economic growth priority. It will play a lead and

coordination role across both MBIE and external government agencies in driving work programmes that contribute to economic growth. It will bring together expertise from the current Economic Development and Tourism branch, along with that of the Economic Systems Leadership Branch, thereby providing critical mass and a dedicated focus on economic growth.

This proposal is to move existing teams and roles with an economic focus into the new Economic Growth branch. While this branch is initially small, it is expected to grow as the work programmes become established. There will need to be ongoing consideration around strengthening secretariat and business engagement functions.

The tourism-focused roles will form the Tourism and Hospitality Branch dedicated on the Tourism and Hospitality portfolio. This portfolio was broadened to include hospitality with the incoming Government and the work programme is now a sizable one being delivered at pace. Having a dedicated branch will streamline advice and support to the Minister for Tourism and Hospitality, ensuring we are best set up to deliver on Government priorities in this area.

The key changes proposed are:

- Creation of a new General Manager position for the Economic Growth branch and direct reassignment of the current GM Economic Development and Tourism to this position.
- The positions currently in Economic Systems Leadership move into the Economic Growth branch, including the EA for the General Manager Economic Systems Leadership, the two Policy Director roles, the Langa Le Vā team and the Economic Strategy and Insights team.
- The vacant General Manager Economic Systems Leadership position will be disestablished.
- The Economic Development Policy team and one Policy Director (depending on their current work programme) from the Economic



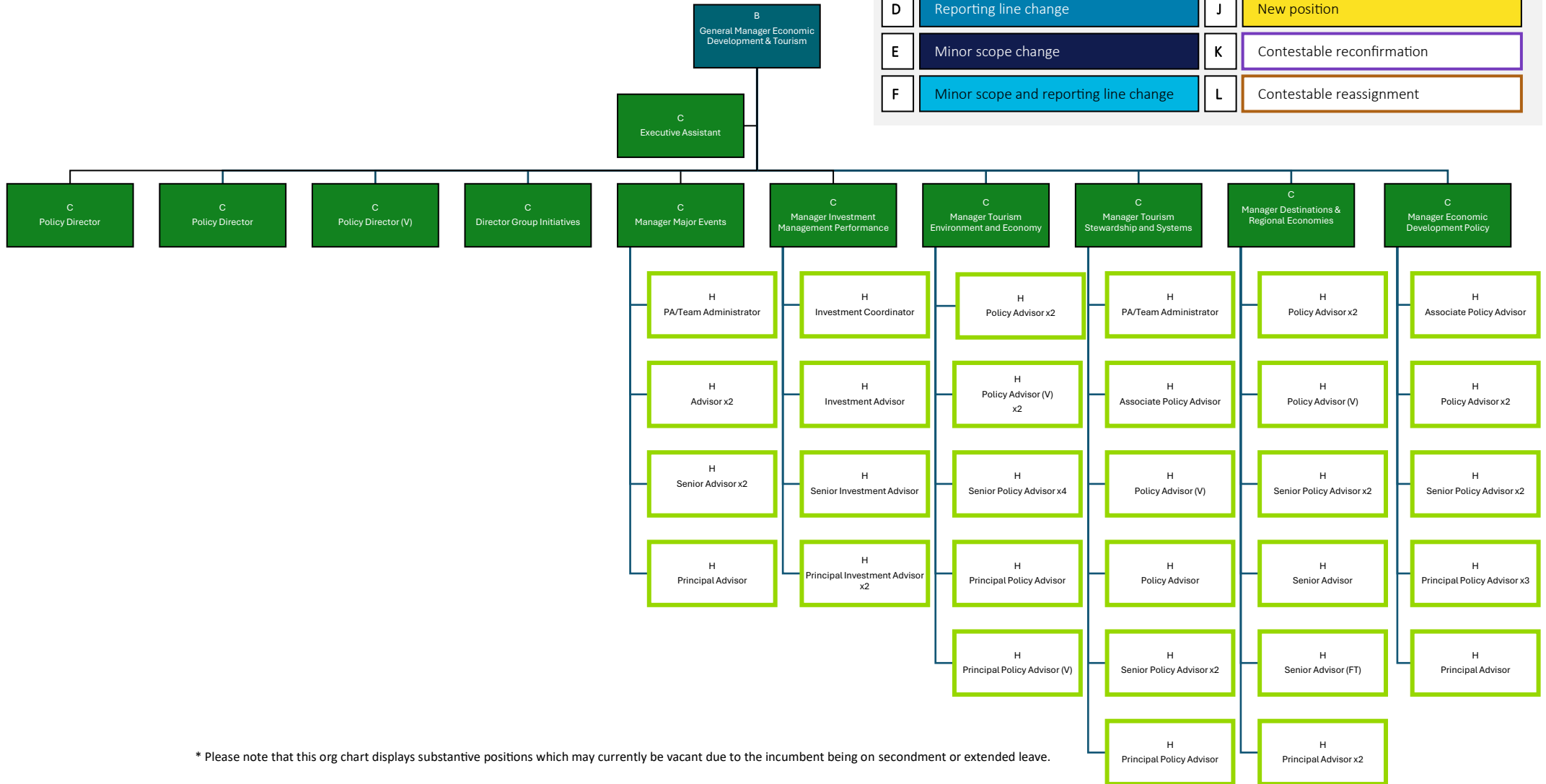
Development and Tourism branch will also join the Economic Growth branch.

- A new General Manager position for the Tourism and Hospitality branch is created, disestablishing the General Manager Economic Development and Tourism role. The General Manager's EA will move to Tourism and Hospitality.
- Positions in the Major Events, Investment performance, Environment and Economy, Tourism Stewardship and Systems, Destinations and Regional Economy teams will form the new Tourism and Hospitality branch along with the Director Group Initiatives and two Policy Directors positions (depending on their current work programme).

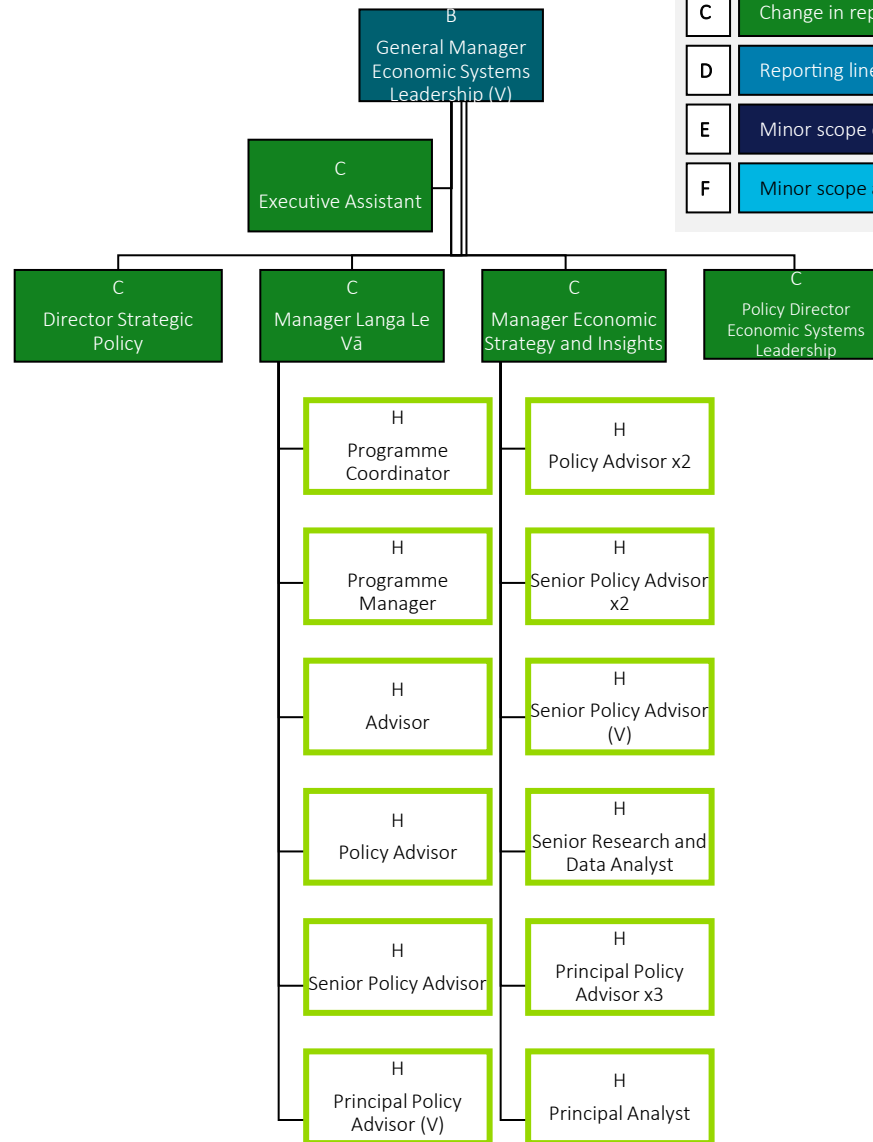
**We ask you to consider whether changes under this proposal will achieve what's intended.**

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

## Current structure – Economic Development & Tourism



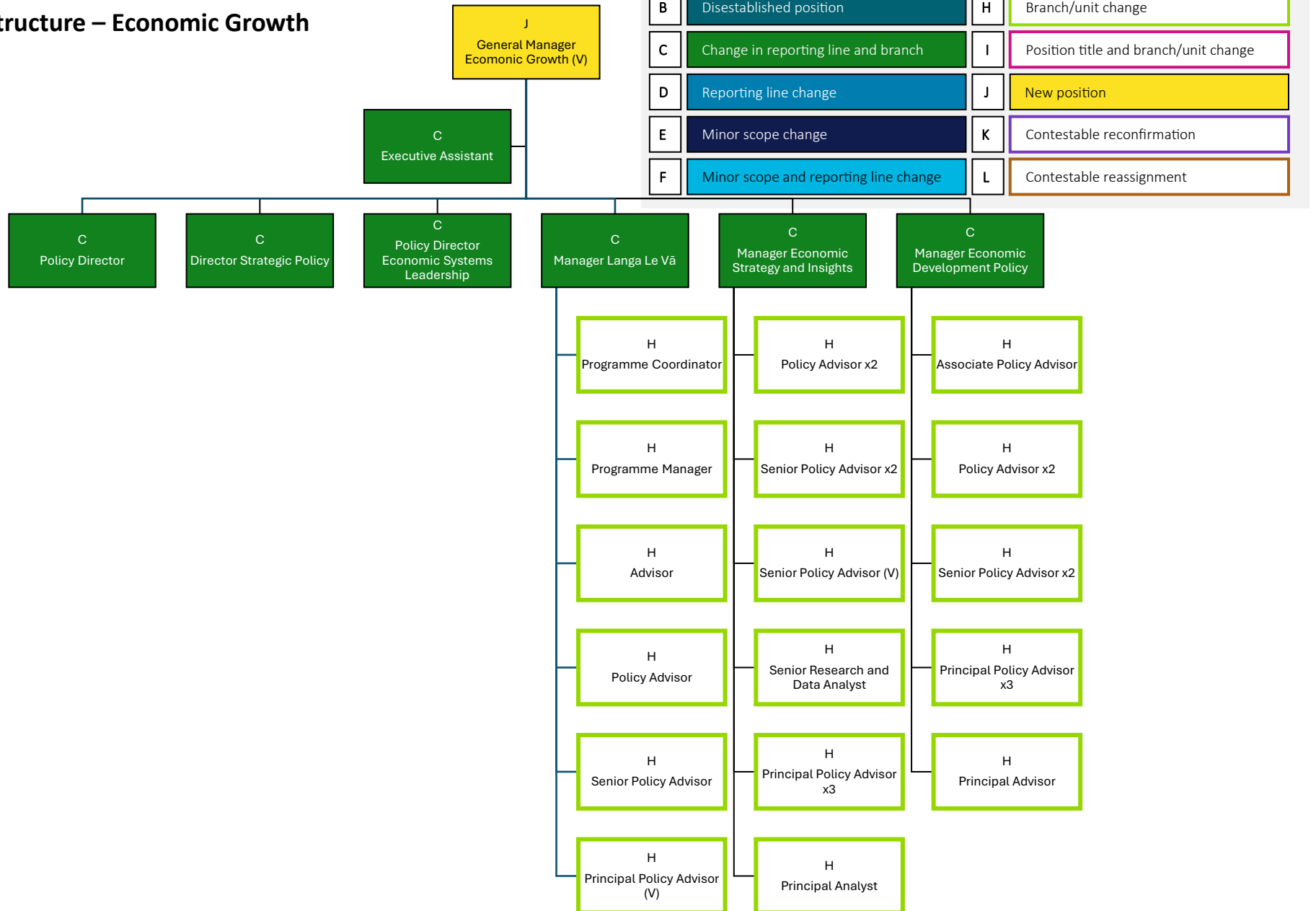
## Current structure – Economic Systems Leadership



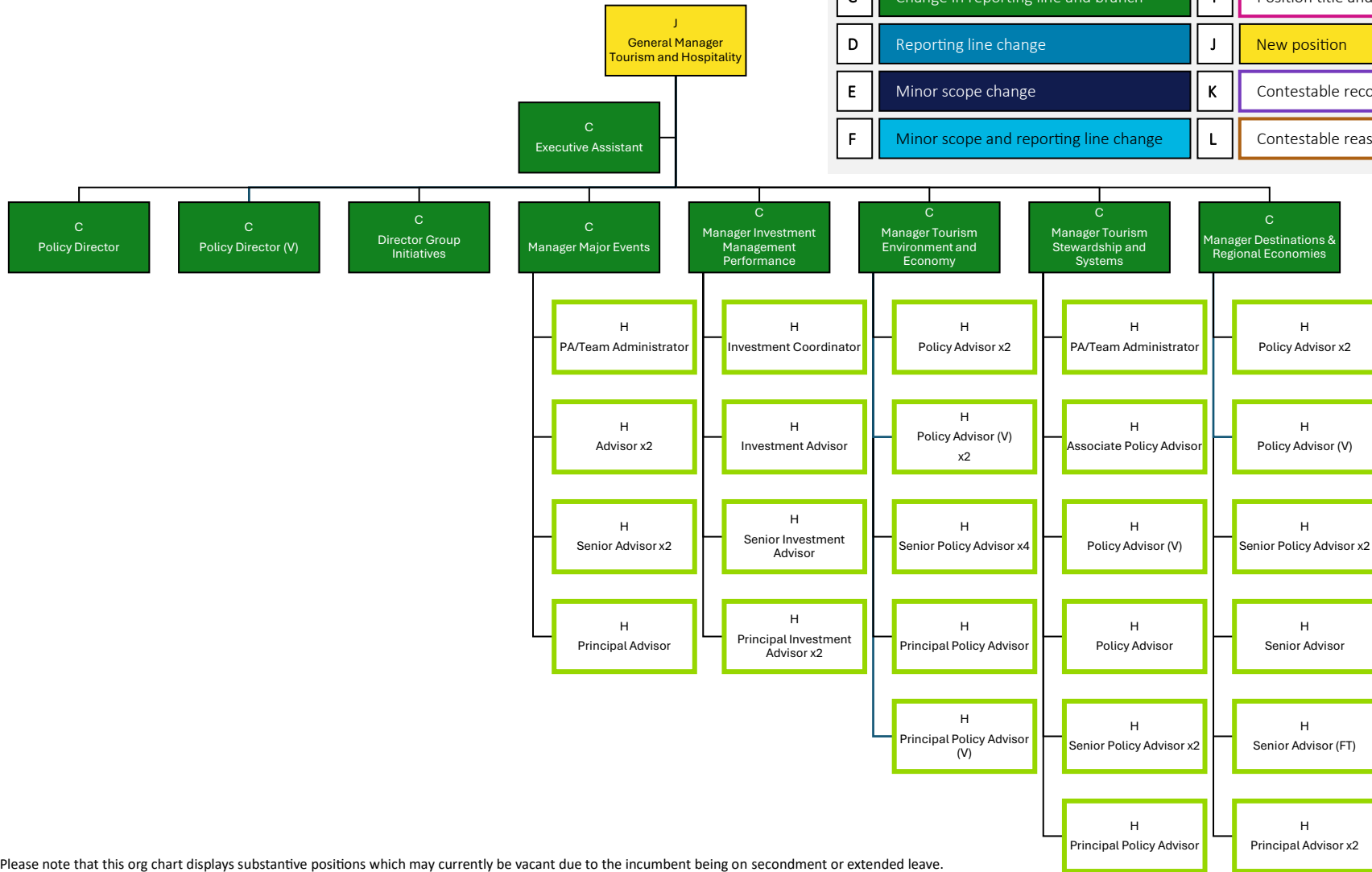
### KEY

A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Change in reporting line and branch	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

## Proposed structure – Economic Growth



## Proposed structure – Tourism and Hospitality



\* Please note that this org chart displays substantive positions which may currently be vacant due to the incumbent being on secondment or extended leave.

# Summary of proposed changes

## Overall proposed changes

Proposed changes	Number
Number of positions proposed to be disestablished (including vacancies)	2
Number of proposed new positions	2
Number of proposed positions with minor changes such as minor scope, reporting line, branch etc.	78
Overall proposed change in number of positions	No change

## Proposed new positions

Position title	Reporting line	Branch	Status	Indicative salary band
General Manager Economic Growth	Deputy Secretary Labour, Science and Enterprise	Economic Growth	Permanent	23F
General Manager Tourism and Hospitality	Deputy Secretary Labour, Science and Enterprise	Tourism and Hospitality	Permanent	23F

## Proposed disestablished positions

Position title	Reporting line	Branch
General Manager Economic Systems Leadership (V)	Deputy Secretary Labour, Science and Enterprise	Economic Systems Leadership
General Manager Economic Development & Tourism	Deputy Secretary Labour, Science and Enterprise	Economic Development & Tourism

## Proposed minor changes

Position title	Branch	Description of change
Executive Assistant Director Strategic Policy Manager Langa Le Vā Manager Economic Strategy and Insights Policy Director Economic Systems Leadership	Economic Systems Leadership	Change in branch to Economic Growth Change in reporting line to General Manager Economic Growth
Programme Coordinator Programme Manager Advisor Policy Advisor x3 Senior Policy Advisor x4 (1xV) Senior Research and Data Analyst Principal Policy Advisor x4 (1xV) Principal Analyst		Change in branch to Economic Growth
Policy Director Manager Economic Development Policy	Economic Development & Tourism	Change in branch to Economic Growth Change in reporting line to General Manager Economic Growth
Associate Policy Advisor Policy Advisor x2 Senior Policy Advisor x2		Change in branch to Economic Growth

Principal Policy Advisor x3 Principal Advisor		
Executive Assistant Policy Director x2 (1xV) Director Group Initiatives Manager Major Events Manager Investment Management Performance Manager Tourism Environment and Economy Manager Tourism Stewardship and Systems Manager Destinations & Regional Economies		Change in branch to Tourism & Hospitality Change in reporting line to General Manager Tourism & Hospitality
PA/Team Administrator x2 Investment Coordinator Associate Policy Advisor Advisor x2 Investment Advisor Policy Advisor x9 (4xV) Senior Advisor x4 (1xFT) Senior Investment Advisor Senior Policy Advisor x8 Principal Advisor x3 Principal Investment Advisor x2 Principal Policy Advisor x3 (1xV)		Change in branch to Tourism & Hospitality



# 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 because of this consultation 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 - change in reporting line, title, a minor change in work content.

### For reconfirmation to apply:

- The position description for the role 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.

## Affected status

If you are a permanent employee, you would have affected status if, after final decisions are confirmed, your substantive position is disestablished, and you are not reconfirmed or offered direct reassignment into a position. Please note, you would not be 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).

## Reassignment

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

### For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The salary and other terms and conditions for the position are no less favourable; and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

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

## Recruitment for other existing MBIE vacancies

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 most suitable 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 reach out to your People Leader at the earliest opportunity if you have any concerns 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. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

### Wellbeing support and resources

As you navigate and support others through change, remember that you can access the Employee Assistance Programme (EAP) which offers you and your whānau free, confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are a range of people and resources to support you at MBIE:

- Talk to your People Leader.
- Contact your union delegate or representative ([PSA](#)).
- Reach out to the [Wellbeing, Health and Safety Team](#) who can provide a confidential conversation and access to specialised advice.
- Connect with our [Employee-led Networks](#) which help MBIE people connect, engage and learn, and can advocate for the needs of their network members.
- Consider our [hauora wellbeing allowance](#) which enables you to claim a contribution towards the cost of health and wellbeing services.
- Call or text [1737](#) to access free counselling services.

### 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.
- Or reach out to People and 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.

- Learn more about EAP services: [Access support through EAP](#)
- Learn strategies for [navigating major life choices and transitions](#)