



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Foundations for the Future

Corporate and Digital Shared Services

Final Change Decisions

22 May 2025

Introduction from Richard Griffiths

Tēnā koutou

I'd like to begin by thanking everyone who provided feedback on the Foundations for the Future Corporate and Digital Shared Services change proposal. The feedback received was of high quality and helped greatly in my decision-making process. I am grateful for your time, effort and thought – your input has made a substantial difference to this proposal.

I am also very grateful for your patience during this process. You provided significant feedback and, in many cases, highlighted areas we could be more joined-up, or may need to challenge our current ways of working to move forward as a more customer-focused service provider. This feedback led me to update several proposals and consult on these structures further, to ensure that the design of Corporate and Digital Shared Services (CDSS) is effective and that we meet the needs of our MBIE hoamahi. I've included information about these re-consultations so that you can understand how final decisions have progressed from the original change proposal.

Foundations for the Future continues our journey, after we brought together Corporate Services, Finance and Enablement (CSFE) and Digital, Data and Insights (DDI) to advance our capabilities and allow us to focus on the short and long-term goals set forward by MBIE and the New Zealand Government. We have strengthened our functions and maintained the level of excellent service we provide our people and Aotearoa.

We need to ensure MBIE is positioned for effective and sustainable delivery through the functions we provide – which need to reflect our core services, priorities, and capabilities. We hold functions which enable our wider organisation to deliver for New Zealanders. With the change in Ownership Minister and the Government's focus on economic growth, we have a significant opportunity to ensure that MBIE is well placed to both deliver the Government's priorities and realise our organisational vision to *Grow Aotearoa New Zealand for all*.

I am grateful for the comments and recommendations you have shared and can assure you that I have considered them very carefully. You will see from this document that some of the proposals remain in a similar shape to those originally proposed. There

are, however, some parts of the proposal which have changed substantially as a result of your feedback, re-consultations, and my conversations with you.

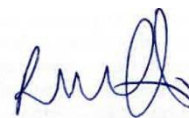
The desired outcomes have not changed, but the way we structure ourselves to reach them has been adjusted where it makes sense. I am confident that the changes will position us well for the future. As I have said, the structural part of the change is about 20% of this change proposal. The remaining 80% is looking at how we work – the way that we do things, and how we connect horizontally.

We now begin the next phase, which is building our culture. Our success lies in how we set ourselves up to work; our collective leadership; building high performance teams; leveraging our talent pipelines; ensuring our systems and processes support efficient and effective delivery of our services; and maximising our use of Artificial Intelligence.

Our people are the most important part of this journey. You've shared that change continues to present challenges and causes feelings of uncertainty, so it's my focus that you feel empowered as we work together to build this group. I encourage you to raise any questions or concerns as you have them – your people leader is your first point of contact. If they do not have the answer initially, we will work to support them to answer it in the coming weeks. A list of teams and services available to support you as we navigate the transition period are included at the end of this document.

I would like to reiterate that our responsibilities as a group and the support we offer is essential, expert, and vast. Our customers – our MBIE hoamahi – have already shown me how much our work, especially the value we provide, matters to them. I look forward to working alongside you as we implement these changes.

Ngā mihi nui



Richard Griffiths

Deputy Secretary, Corporate and Digital Shared Services

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Implementation and embedding change

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

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your branch and viewing the confirmed organisational charts. At the end of this document there are summary tables with more detail about confirmed changes to individual positions and new positions.

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your Leader or your General Manager will discuss the practical timing of these changes with you.

See [Appendix 1](#) for the confirmed change process, including the Expression of Interest (EOI) and selection process for 'affected' people through this change.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email CDSSChange2025@mbie.govt.nz. These decisions have been shared with the Public Service Association (PSA) and NUPE.

Implementation approach

The Expression of Interest (EOI) process will start from Friday, 23 May 2025 and applications will close Friday, 30 May 2025. The exception to this is the Chief Technology and Security role which will also be advertised both internally and externally due to the specialised nature of the role and the importance of appointing to this role as soon as practicable given it will be critical to implementing parts of our new structure. This position will be part of the EOI process and our affected employees who meet the suitability requirements for this role will be considered prior to other applicants.

Information on EOIs will be published on the Corporate and Digital Shared Services Foundations for the Future [SharePoint site](#), along with finalised new or amended position descriptions, noting that some have been updated in response to feedback.

Information will also be emailed directly to 'affected employees' to ensure they have detailed information about the EOI process, and where to go with any questions. Applications will include completion of an individual EOI form expressing interest (in order of preference) in available positions. There will be no requirement for a written response as part of the EOI form, a cover letter or CV for these positions, with the exception of the Chief Technology and Security role.

Once EOI applications have closed, they will be reviewed against the selection criteria outlined in the position description and on the Corporate and Digital Shared Services Foundations for the Future [SharePoint site](#). Those who have applied for roles for which they are suitably qualified will proceed directly to interview. We anticipate that interviews will take place from 9 June until to 20 June 2025.

I will work with People Leaders to confirm outcomes of the EOI process as quickly as possible to give clarity to our people. If any positions that are part of the EOI process and which are not filled, we will commence recruitment into as soon as possible. Similarly, should a position receive no applications as part of the EOI process, we will commence recruitment into those as well.

There are a number of confirmed title and/or reporting line changes. These may take some time to be processed through our systems, so may not all be visible on the date of go-live, but they will take effect as soon as practicable.

Embedding change

My expectation is that we will start embedding the confirmed changes as soon as possible following the 'go-live' of the new structure.

I recognise that there is detailed planning required to get to day one successfully and then beyond. I will be working with my Leadership Team to focus collectively on the transition and change management activities required to ensure that this move is managed in a structured way and addresses all the critical elements raised throughout your feedback. The CDSS Leadership Team will communicate regularly on the progress of this work and will provide opportunities for engagement and input where appropriate.

Everything may not be in place from day one and at least initially this change may not look or feel very different. Teams will continue to remain in their existing locations, our existing systems and processes will stay the same, and current mechanisms for coordination will initially remain.

We will work as quickly and constructively as possible through the EOI process to provide certainty to those significantly impacted by these decisions.

Work to amend existing or establish new operating models and processes will continue after the new structure takes effect. This is to ensure we take time to establish, test and adjust the various governance mechanisms, feedback loops,

triage, coordination and hand over points required to guarantee service continuity and ensure that we effectively meet the needs of the Government, our customers, and the public we serve.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	Thursday, 22 May 2025
Expressions of interest (EOI) and selection process starts	Friday, 23 May 2025
'Go-live' of new structure	Monday, 23 June 2025

Confirming our case for change

The Chief Executive's decision to centralise corporate and digital services by combining functions from Digital, Data and Insights (DDI) and Corporate Services, Finance and Enablement (CSFE) was recognition of enhanced coordination across corporate services and the maturity of both models.

The goal of Corporate and Digital Shared Services (CDSS) is to accelerate productivity, increase automation, ensure safety, add value, and improve customer satisfaction. The structures proposed as part of this change seek to consolidate and simplify functions, along with ways of working; build on past successes; and ensure clear roles and accountabilities that meet current and future needs efficiently and effectively.

By integrating functions, we will provide clear and simple pathways for navigating services. Our key focus areas include:

- Simplifying standards and processes to develop digital infrastructure.
- Enabling MBIE through accessible, modernised and trusted cyber, data, reporting, and technology approaches.
- Creating a system to keep people, customers, and systems safe.
- Maximizing value through strong financial oversight.
- Building a thriving, safe, and inclusive workplace for MBIE staff – where they can grow and develop.

Design Principles and Desired Outcomes

The principles used to design our structure reflect our core role, and align to the principles set through MBIE Foundations for the Future principles, to ensure we:

- Group like functions together **to create centres of expertise; reduce duplication; better leverage core skills, services, and activities; and improve the integration of our services.**

- **Clarify the connection between our functions and portfolios** to simplify internal points of accountability.
- **Enhance functional alignment across end-to-end processes and services** to ensure that our structure enables collaborative, effective and efficient ways of working, recognising the interdependencies between functions and the need to streamline service delivery.
- **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 our customers.
- **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.

These principles directly tie to the desired outcomes of this change: to strengthen centres of expertise and improve the integration of our services; simplify accountability across our group and make it easier for our customers to know who to go to; enhance our customer service offerings and strategic roadmaps; and ensure we approach change in a way that sustains momentum, with a cost neutral outcome. Overall, your feedback supported this direction and desired outcomes.

Scope of this change

I considered the entire CDSS structure and proposed integrating some areas, resulting in reporting line and branch changes. This included disestablishing some leadership roles in tiers 3 and 4 and changing tiers for other roles. Decisions were made in collaboration with Mel Porter, Deputy Secretary Strategy and Assurance (S&A) Group to strengthen interfaces between our groups and centres of expertise, which has confirmed the movement of some functions between groups. The Data Strategy and Knowledge and Data Insights and Intelligence (DII) branches remain to be largely out of scope for this change.

Summary of Proposed Changes

Proposals were developed in collaboration with Mel Porter, Deputy Secretary Strategy and Assurance (S&A) to realign functions between our groups. Mel recently confirmed changes for her group, resulting in reporting line changes for some CDSS teams to align functions. These decisions have also been reflected in this decisions document for your awareness.

Within CDSS, proposed changes focused on the need to integrate functions held across the leadership team to ensure there are single points of accountability. Our Leadership Team needs to be positioned to move forward well as a collective with an increased focus on developing a longer-term group strategy and on sharpening end-to-end roadmaps for MBIE's critical systems and services.

Based on this need, the following changes were proposed across our branches:

- Move from a shared **Office of the Deputy Secretaries** model between CDSS and Strategy and Assurance groups, to establish a new, dedicated Office within each group and a new Head of the Office of the Deputy Secretary position.
 - This proposal included realignments of some roles currently in the shared Office of the Deputy Secretaries to the new Office in Strategy and Assurance group, to provide continuity of support.
- Establish a new **Corporate Shared Services** branch responsible for CDSS group strategy, risk, security, facilities and workplace, emergency, wellbeing and service design and excellence functions.
 - Following feedback regarding the **Service Excellence** team, I re-consulted on an updated proposal to realign Customer Experience capability to the Kiritaki Centricity team in Te Whakatairanga Service Delivery, reinforcing this area as an enterprise centre of expertise.
- Realign functions from the **Corporate Services branch** to Digital Operations, Finance and Performance, People and Culture and Corporate Shared Services branches – based on functional alignment and to build on centres of expertise.
 - As part of realigning Corporate Services functions, it was proposed that Corporate Reporting and Insights would move into Strategy and Assurance group as part of an integrated Enterprise Workforce Planning, Change and Reporting function.
- Realign **Internal Procurement** and **e-Invoicing** functions to NZ Government Procurement (NZGP) in Regional Development and Commercial Services group, to reinforcing this area as MBIE's centre of commercial expertise.
 - Following feedback, including from the NZGP branch, I reconsulted on an updated proposal to bring all **e-Invoicing** functions together in the Business & Consumer branch in Te Whakatairanga Service Delivery.
- Realign the **Director Mātauranga Māori** to Strategy and Assurance group to reinforce its role in providing advice and support to the Chief Executive and SLT, and to represent MBIE through relationships with mana whenua, hapu, and iwi. The **Kaihāpai Senior Advisors** in this team would be realigned to Te Iho Poutama in People & Culture branch.
 - Following feedback regarding the **Kaihāpai Senior Advisors**, I re-consulted on an updated proposal to align this capability to the Partnerships and Capability team in Building, Resources and Markets Group on an interim basis, pending decisions on the permanent placement of Te Tāpuhipuhi.

- Establish a new **Chief Technology and Security Officer** responsible for all design and build functions and ensuring these are well integrated with technology and security strategy.
 - Feedback indicated that we could further simplify and strengthen these teams to promote effective ways of working. I re-consulted on an updated proposal to simplify the leadership structure and ensure there is balanced representation across architecture, cyber, our customers, and project delivery.
- Re-name and re-focus digital operations into a single **Digital Services and Operations** branch, bringing together capabilities to run and maintain digital services, including Corporate Systems functions.
 - Following feedback and as part of re-consultation on the updated proposal for Strategy, Technology and Security, I proposed to realign some teams into the Digital Services and Operations branch based on closer alignment to run and maintain functions, and to reposition finance systems in the Finance & Performance branch.
- Centralise non-IT related people functions in the **People & Culture** branch, to streamline delivery of people services.
- Strengthen **Finance & Performance** by consolidating financial control and management functions under the Deputy Chief Financial Officer, realign

branch capabilities to support strategic financial activities, and balance resources across Finance Business Partnering teams.

- This proposal included realigning the Head of Internal Assurance to Strategy and Assurance group, reporting to the Deputy Secretary.

Acknowledging your feedback

My thanks to everyone who engaged throughout this process, whether it was via What Say You, email, or direct engagement with me. Your questions and alternative proposals challenged my thinking along the way on many fronts, evidenced through re-consultation in four areas.

In total there was 367 submissions received which included:

- 75 email submissions on the original proposal for change
- 246 comments in What Say You
- 57 submissions received on the re-consultation proposals.

I appreciated the quality and consideration shown through the feedback. Overall, you supported the direction of change, and you were also clear about where we could be tighter around ways of working, streamlining processes, and further reducing duplication. A fair portion of feedback showed concern around tier changes and questioned how HR processes had been applied to determine contestable reassignment or reconfirmation.

While there was a level of agreement on the proposal to establish a dedicated **Office of the Deputy Secretary**, you raised concerns about how roles and responsibilities would be managed between the Office and the Planning, Risk and Assurance (PRA) team. Given the proposal to move some executive support into Strategy and Assurance, you also raised concerns about resourcing levels.

While there was general support for the creation of a new **Corporate Shared Services** branch, there was less support for bringing the PRA team under the General Manager. A variety of feedback was provided about the Service Excellence team and the extent of service design and improvement need across our group. This feedback led to an alternate proposal for the team, focused on continuity of priority work and opportunities for alignment with existing centres of expertise.

There was mixed feedback about the proposal to realign **Corporate Services** teams within and outside of CDSS. This was particularly true for the proposal to realign Commercial to NZ Government Procurement, which was largely not supported.

Considerable feedback was provided on the proposal to realign the **Director Mātauranga Māori** to Strategy and Assurance and align the **Kaihāpai Senior Advisor** roles to Te Iho Poutama. A wide range of views were shared – including concern that the Director Mātauranga Māori would continue to need the support of the Kaihāpai Senior Advisor roles to foster strategic relationships with Iwi/Māori, and interest to understand how responsibilities would be balanced between Mātauranga Māori and Te Iho Poutama moving forward. You asked for more clarity about what team would be accountable for Te Tāpuhipuhi, and on roles and responsibilities for Director Māori and Advisor Māori roles across MBIE.

The proposal to establish the new **Chief Technology and Security Officer** generated a large volume of feedback, particularly regarding the functions proposed to report to the new Head of Delivery and PMO, and the resultant span of control for this role. You raised questions about our PMO and whether we should move towards an EMPO model, based in Strategy and Assurance to align more closely with strategy, investment and enterprise planning, and governance. You also expressed concern about integrating Cyber with Technology, Strategy and Architecture, especially to manage risks and conflicts appropriately. You highlighted some areas within the branch that could be realigned to Digital Services and Operations, based on their closer alignment to run and maintain functions – particularly in relation to ADEPT support and Cyber operations. This feedback included many alternate structures, and as a result I re-consulted on an updated proposal to address many of the ideas and concerns shared.

The **Digital Services and Operations** proposal also generated substantial feedback. You provided a number of suggestions about how the branch could be structured based on concern about duplicated operations activities across several of our

branches. Questions were also raised about the proposal to move Corporate Systems into the branch, given the high level of collaboration of the business on system requirements and enhancements, which rely on subject expertise.

Feedback related to the **People & Culture** proposal was also mixed. There was general support for the establishment of a new Head of Employment Practices, but some questions about the roles proposed to report to this position. You suggested that I reconsider the mix of teams in this area, or further integrating some of the team to streamline services. The proposal to disestablish the Head of Corporate Operations and establish a new Manager Payroll Practices position was largely unsupported. It was felt creating the Manager position would add a layer of management that is not required.

There was overall support for the **Finance & Performance** proposal, particularly the creation of a dedicated Strategic Finance function. There were suggestions made around integration of External Reporting and Enterprise Reporting teams, and to rebalance capability across Finance Business Partnering teams.

Whilst there was broad support for the move of the **Internal Assurance** function to Strategy and Assurance there were mixed views on whether the Head should sit on the Strategy and Assurance Leadership team, or within the Enterprise Strategy, Risk & Transformation (ESRT) branch alongside other assurance functions. Similarly, whilst there was support for the **Corporate Reporting and Insights** team to be part of Strategy and Assurance, there were mixed views on whether the

Manager should sit on the ESRT branch leadership team, or within the Enterprise Workforce Planning and Change team.

Key feedback themes

The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches.

General feedback themes		Response
Overall direction	<ul style="list-style-type: none"> There was support for the overall direction of the proposed changes, especially for their aim to clarify roles, centralise functions, simplify structures and processes, and enhance the effectiveness and efficiency of our group. There was some support for the proposal to organise our digital teams around core design and build; run and maintain functions. 	<ul style="list-style-type: none"> Noted. Noted.
Proposed impact on a person's position	<ul style="list-style-type: none"> The term 'minor' in 'minor change' is subjective and needs reconsideration. 	<ul style="list-style-type: none"> The approach to role impact assessment is consistent with what is used across all MBIE change processes. 'Minor change' means a proposed change will not substantially change an individual's position.
Structure/Ways of Working	<ul style="list-style-type: none"> Concerns were raised that structural changes might not fully reflect the intended impact. Further concerns highlighted the impact of structural changes on core work delivery and shared accountabilities, suggesting ongoing linkage and prioritisation across groups. Questions arose about whether the operating model was defined before developing the structure. The IT structure has divided services into separate departments, fragmenting the end-to-end view. There is a need to understand the underlying operating model as the current IT structure appears fragmented. More details were requested on the statement: structure change constitutes 20%, and the way we work makes up 80%. Providing a plan to address the 80% would help ensure efficient and effective operations, reduce productivity barriers, and enable experimentation. 	<ul style="list-style-type: none"> Building our new culture, including how we work will be a key focus for the CDSS Leadership Team when we come together. Managing key stakeholders, representing our customers and prioritising our work programmes should not be dependent on how we are structured. Technology will continue to be valued highly across MBIE, holding the potential to transform how we work as an organisation; provide services; and add value for our customers. While concerns about fragmentation are noted, the Chief Technology and Security Officer is intended to simplify accountability for our IT functions to improve end-to-end visibility. While the new structures outlined in this document are the starting point for our new ways of working, the implementation phase of this change will focus on building our operating model to reflect strengthened people leader capability, high performing teams, talent development and career pathways for our people. There is much more work to be done – beyond our structure – to achieve desired change outcomes. We'll start this journey by coming together under a new structure from 23 June.

General feedback themes		Response
Change of tier	<ul style="list-style-type: none"> Concerns were raised regarding the proposed change of tier for certain roles. It was suggested that individuals should be given the choice to either apply for roles at a lower tier or accept redundancy if their role has experienced a change in tier or position title. 	<ul style="list-style-type: none"> I acknowledge that tier drops can be difficult for individuals, however where these have occurred, roles have generally not changed scope or focus and will be able to maintain core relationships. As these positions are the same or substantially the same as what they currently do, as per MBIE's change process reconfirmation is appropriate.
Conflicts of interest	<ul style="list-style-type: none"> Potential conflicts of interest were raised in relation to insufficient segregation of duties and unclear responsibilities between assurance and operations roles. These factors may increase the risk of compromising MBIE's control environment and affect MBIE's ability to adhere to the Three Lines Model. 	<ul style="list-style-type: none"> Conflicts of interest and segregation of duties have been considered throughout all stages of this change process. I am satisfied our structures – including our governance structures – systems and sign-off processes are robust and meet both MBIE and broader system requirements.
Contestable process	<ul style="list-style-type: none"> It was recommended that the EOI process for all tier three positions in the new structure be treated equally. The affected incumbents should be provided the opportunity to participate in the contestable process for all available roles at the GM-level. 	<ul style="list-style-type: none"> The proposal to undertake contestable reassignments for disestablished roles was based on MBIE's change process. Following re-consultation, this has now changed for some Tier 3 roles, and we have clarified this change throughout this document.
Timeline	<ul style="list-style-type: none"> Concerns were expressed about the proposed timeline, indicating that the implementation timeline is too tight and could impact work completion across several areas, potentially causing delays. On this basis it was suggested that the go-live date for the change should be deferred to late June or July. 	<ul style="list-style-type: none"> As a result of taking time to re-consult in some areas, our change timeline has been adjusted and – in-line with your feedback – we are now planning to implement our new structure on 23 June 2025.
Career pathways	<ul style="list-style-type: none"> Given career pathways are a desired outcome from this change, there was interest to understand more about these and the CAPP options available for roles across our group. 	<ul style="list-style-type: none"> There are many career pathways in place that stem from the former CSFE and DDI structures. We'll determine what career progression looks like for CDSS as part of implementation planning and refinement of our group strategy, so that we have a clear plan moving forward.
Wellbeing	<ul style="list-style-type: none"> The group has undergone continual changes, resulting in change fatigue and heightened emotions. You asked for assurance that implementation of this change would be sustainable, to prevent further changes within the next 12-18 months. 	<ul style="list-style-type: none"> While it's been my intention to design a structure that supports us for the next 2-3 years, there will always be an element of change in our environment as public servants, often outside of our control. I will continue to be transparent about our environment as it changes and what this means for our group.

Proposal 1 – Corporate and Digital Shared Services Leadership Team

Summary of changes proposed

With the coming together of the former Corporate Services, Finance and Enablement and Digital, Data and Insights Groups, there was a need to integrate functions held across the Leadership Team to make sure there are single points of accountability. This resulted in proposed realignments across the leadership team, particularly in relation to our digital services and corporate operations.

The following changes were proposed:

- Establish a new **Corporate Shared Services Branch** under a new General Manager, Corporate Shared Services. The branch would have dedicated accountability for our strategy, improvement pipeline, and corporate obligations and bring together:
 - Protective Security
 - Emergency Management
 - Wellbeing, Health and Safety
 - Facilities and Workplace
 - Partnerships and Engagement – Workplace
 - Planning, Risk and Assurance
 - Service Design and Excellence
- Establish a new **Office of the Deputy Secretary**. Where previously the Head of Office role was a shared function between the former Corporate Services, Finance and Enablement and Te Waka Pūtahitanga groups, each Deputy Secretary (Strategy and Assurance and CDSS) would have their own dedicated Office support. It's intended the two Offices would continue to work together, and that the Planning, Risk and Assurance team would continue to support Strategy and Assurance where required.
- Realign the **Director Mātauranga Māori** to report directly to the Deputy Secretary, Strategy and Assurance (jointly reflected in CDSS and Strategy and Assurance proposals).
- Establish a new **Chief Technology and Security Officer** to strengthen and align overall architectural design, the development of consistent patterns and standards for technology, cyber, data and reporting through a single point of accountability. This would integrate teams from **Strategy and Architecture, Cyber Security, Digital Solutions Delivery** and **Partnerships and Programmes** branches to bring together all design and build functions and provide a more integrated technology and security service for our customers.
- Bring together ownership, running, and maintenance of MBIE's core technology platforms under the **General Manager, Digital Services and Operations**. This would include teams responsible for FMIS and HRIS systems to create a centre of expertise for our platforms.
- Reintegrate people-related functions – Payroll, Case Management, and Analysis and Processes – from Corporate Services into **People & Culture**. This recognises the feedback received about the preference for these areas to be aligned, given the efficiencies to be gained through centralising all people-related tools and systems.
- Realign Accounts Receivable and Credit Control functions from Corporate Services to **Finance & Performance**, to bring together all activities related to financial control under the Deputy Chief Financial Officer.
- Align **Internal Procurement** and **e-Invoicing** functions with the system-focused New Zealand Government Procurement function, following the integration of Internal Property and system-focused Government Property functions through recent change. This would see the teams move into Regional Development and Commercial Services group under the General Manager New Zealand Government Procurement.

- Integrate the **Corporate Reporting and Insights** team as part of an expanded Workforce Planning, Change and Reporting function in Strategy and Assurance group, to bring workforce reporting together in a single function.
- Shift responsibility for **Model Standards for Information Gathering** from Regulatory Systems, Policy and Performance (in S&A group) to Data Governance and Ethics in the Data Strategy and Knowledge branch, given the work programme is now focused on implementation and monitoring.

Your feedback on Proposal 1

The following table summarises feedback we received about the Corporate and Digital Shared Services Leadership team:

Feedback themes	Response
Office of the Deputy Secretary <ul style="list-style-type: none"> • There was some agreement for creating separate offices for Strategy and Assurance and Corporate and Digital Shared services. Concerns were raised about workload, resource allocation, and potential confusion and disruption. • Support for ensuring the Deputy Secretary has strong strategic, planning, and risk functions. Moving strategy and planning under another General Manager (GM) and adding a Head of Planning, Risk, and Assurance layer complicates the efficient translation of MBIE priorities and direction. The value of a Head of Office (HoO) lies in bringing political insight and MBIE knowledge to strategy and planning. • Concern that the proposed structure creates confusion and duplication in business management responsibilities. It was suggested that business management should be placed either with the HoO or the Head of Planning, Risk, and Assurance to better align work demands. • Questions arose about whether the proposed structure aligns with the Government's performance planning and reporting regime and there were suggestions to consider whether Economic Systems Monitoring and Reporting (particularly Quarterly Reports) should sit under the Office of the Deputy Secretary while the Annual Report remains in ESRT. • Some support for moving one Senior Advisor Planning and Performance position to the Office of the Deputy Secretary in Strategy and Assurance. However, it was suggested that the 	<ul style="list-style-type: none"> • Noted. • Noted. It is not the intention for workload and resource allocation to cause confusion or disruption. The intention is for the Office of the Deputy Secretary to work closely with the PRA team to set expectations, including accountabilities and role responsibility. • The new Head of Office role is to primarily support me in the day-to-day running of the group. This role will be supported by the Business Director and team who will be responsible for business advice and support. The new General Manager Shared Services will be responsible for group strategy supported by the Head of Planning, Risk and Assurance and team. • Following Strategy and Assurance Final Decisions, the Manager, Economic System Monitoring and Reporting had a change of reporting line to the Head of the Office of the Deputy Secretary, Strategy and Assurance. • I am comfortable with the support going to the Office of the Deputy Secretary and additional capacity, if required on an ad hoc basis, can be provided by the PRA team.

Feedback themes		Response
	<p>CDSS Head of the Office also needs an Advisor Planning and Performance resource.</p> <ul style="list-style-type: none"> Concerns were expressed about moving the Senior Business Advisor position from the Office of the Deputy Secretary to Planning and Performance, suggesting it should remain under the current reporting arrangement. A number of alternative structures were proposed. 	<ul style="list-style-type: none"> The Office of the Deputy Secretary will be supported by a Business Director and Principal Business Advisor and with the expectation of the Office and the PRA teams working together. The Senior Business Advisor moving to PRA provides additional capacity for the team.
Economic Systems, Monitoring and Reporting team	<ul style="list-style-type: none"> There was support for relocating the Economic Systems, Monitoring and Reporting team to the Office of the Deputy Secretary within Strategy and Assurance. Other feedback suggested evaluating whether the team might be better suited within ESRT due to its enterprise work programme. Comments indicated that the current name does not reflect the team's expanded scope and responsibilities. Alternative suggestions for the name included: <ul style="list-style-type: none"> Strategic Coordination Strategic Alignment Strategic Coordination and Reporting Feedback also recommended considering renaming the Manager Economic Systems, Monitoring and Reporting position to "Director" to align with the role's focus on strategic direction and project oversight. A suggestion was made to group the Senior Advisor (Planning and Performance) and the Coordinator positions with the Manager Economic Systems, Monitoring and Reporting. This restructuring could broaden the scope to support the Head of the Office and enhance planning, reporting, coordination, tasking, and management of enterprise initiatives. 	<ul style="list-style-type: none"> Confirmed as part of the Strategy and Assurance final decisions, the Manager Economic Systems, Monitoring and Reporting will be renamed Director Strategy and Assurance and report to the Head of the Office of the Deputy Secretary. This reflects that the role will be focused on Strategy and Assurance priorities as set by the Head of Office and Deputy Secretary. The Principal Business Analyst will have a change in reporting line to the Head of the Office of the Deputy Secretary. This flatter structure will create more flexibility for the Head of the Office to allocate or reprioritise work as needed across the team.

Feedback themes	Response
Senior Advisor Risk and Assurance (MBIE's Model Standards for Information Gathering)	<ul style="list-style-type: none"> • This position was confirmed to move to the Chief Data Officer as part of Strategy and Assurance final decisions. • Whilst there is initial greater investment required upfront for MSIG to raise awareness and ensure the first line has put processes in place that are compliant, once standard processes have been established for monitoring and attestation, second line work should be less. The level of resourcing required for this will be monitored and assessed on an ongoing basis by the Data Governance and Ethics unit.
Coordinator positions	<ul style="list-style-type: none"> • There was some support for the movement of the Information Gathering policy and capability to the Data Governance and Ethics team due to the strong alignment between concepts and legal framework. This move will ensure MBIE is better placed to respond to changes in both the use of information and information gathering technology. • There were concerns raised regarding the resourcing for Data, Governance and Ethics which is under-resourced for the size of the work programme. Supporting the Policy Owner and aligning procedures is significant, requiring resources for compliance, monitoring, reporting and annual attestations across 12 branches and hundreds of roles. Rapidly changing risks from new technologies and geopolitical factors impact sources and platforms from which information is sourced. Additional work from social media and investigation for false persona work would also require substantial long-term resourcing. • It was suggested that the Senior Advisor Risk and Assurance role is made a permanent position to ensure there are ongoing recourses for coordination and monitoring required by the Information Gathering policy owner, given this is a high-risk area for MBIE. • A further suggestion was made to establish a permanent Principal Advisor and Senior Advisor within Data Governance and Ethics to ensure sufficient support. <ul style="list-style-type: none"> • While there was some support for realigning the Coordinator positions, it was suggested that they should report to the Manager Regulatory Assurance and Performance or express preference on their optimal placement.
	<ul style="list-style-type: none"> • The positioning of the Coordinators was confirmed as part of Strategy and Assurance final decisions. • One position will report to the Head of the Office of the Deputy Secretary in Strategy and Assurance and the remaining two

Feedback themes		Response
	<ul style="list-style-type: none"> Additional feedback indicated that two Coordinators should be placed under Policy Capability and one Coordinator under the Head of Regulatory Assurance within ESRT due to the support provided to this team for RIS QA panels. Updates to current position descriptions were requested to more accurately reflect each Coordinator's responsibilities. 	<p>positions will support the Policy Capability function which will move to Building, Resources and Markets.</p> <ul style="list-style-type: none"> Noted. Review of responsibilities and position descriptions will form part of Strategy and Assurance's implementation approach.
E-Invoicing	<ul style="list-style-type: none"> There was support for lifting e-Invoicing out of Corporate Services, however, there was a strong preference for moving the team to the Business and Consumer branch in Te Whakatairanga Service Delivery (TWSD) rather than NZ Government Procurement (NZGP). Integrating e-Invoicing with related initiatives like the New Zealand Business Number and Consumer Data Right leverages existing relationships and benefits other MBIE initiatives. Unifying the e-Invoicing team under one leader was recommended for better strategic alignment and effectiveness. Feedback raised the need to maintain continuity and leadership for e-Invoicing forums, through retaining the current Chair. It was commented that clear mid-term career development pathways are essential for retaining talent within the e-Invoicing team. It is viewed that the digital delivery area within TWSD offers better career progression opportunities rather than the highly specialised procurement area. It was suggested that the e-Invoicing Analyst position should move from the Corporate Reporting and Insights team into the e-Invoicing team. 	<ul style="list-style-type: none"> I agree with the feedback received and have re-consulted on an option that integrates e-Invoicing capability with the Business and Consumer branch in TWSD. Feedback received as part of the re-consultation is detailed separately under Proposal 1A. The e-Invoicing Analyst position will remain with the Corporate Reporting and Insights team. Aligning this team to Strategy and Assurance should not interrupt current work.

Feedback themes	Response
Internal Procurement <ul style="list-style-type: none"> • There were significant concerns raised about the proposed changes to Internal Procurement. Feedback highlighted the potential conflict of interest, given NZGP sets the policies that Internal Procurement must follow. • Because NZGP is externally focused – serving government agencies – while Internal Procurement serves internal customers, there was concern that it would be difficult to maintain a clear separation of duties. • Because NZGP is partially funded by fees from agencies using All-of-Government contracts, there was concern that NZGP may appear to be subsidising MBIE’s procurement function. • There was concern that increasing the size of NZGP would create additional demand on enabling services (branch operations, stakeholder engagement, business systems, data reporting), and that resources would need to be reviewed. • It was raised that NZGP would need clear brand strategy to avoid confusion among stakeholders, especially for e-Invoicing. • Given NZGP manages systems that hold stakeholder information from various agencies and businesses, it was suggested that access would need to be managed ensure privacy and prevent any perceived or actual advantages for the Internal Procurement team. • It was suggested that Source to Pay and Supplier Operations should remain in CDSS to maintain operational coherence and avoid disrupting the service model. • Alternative structures were proposed, including creating a centre of expertise in Corporate Shared Services branch to 	<ul style="list-style-type: none"> • Thank you all for the feedback provided on this proposal. • I have discussed the proposal further with Robert Pigou, Deputy Secretary, Regional Development and Commercial Services and we agree that further consideration is needed. • Given the timing of final decisions in relation to the appointment of the new General Manager New Zealand Government Procurement, integration of Internal Procurement functions will not proceed, but may be further considered once the General Manager is established in the role.

Feedback themes		Response
	<p>support procurement, finance processes, and other engine-room activities.</p> <ul style="list-style-type: none"> Those in support of the move thought the alignment could support clearer consistency between internal practices and system-wide procurement expectations and reforms. 	
Corporate Reporting and Insights	<ul style="list-style-type: none"> Feedback supported the rationale for moving the Corporate Reporting and Insights team to Strategy and Assurance, but flagged that clearer roles and responsibilities were necessary. It was suggested to rename the Manager Corporate Reporting and Insights to Manager Workforce Reporting and Insights to better reflect its focus. Conversely, it was cautioned that the team focuses on more than Workforce reporting (Finance, Commercial Services, E-Invoicing) and that the structure may limit career pathways. It was suggested that the team may be better aligned to Planning, Risk and Assurance, and several alternative structures were proposed. A number of questions raised, including: <ul style="list-style-type: none"> What the planned direction of the Workforce Planning, Change and Reporting team would be. Whether expectations of reporting (particularly the balance of strategic reporting) would change, and whether forecasting would become part of its remit. Whether support for Payroll, Finance, Commercial Services and E-Invoicing reporting would be maintained. Whether the team would continue with the current range of data (noting it utilises many sources from across MBIE). 	<ul style="list-style-type: none"> As part of Strategy and Assurance final decisions, it was confirmed that the team will move to Strategy and Assurance group to form an integrated Enterprise Workforce Planning, Change and Reporting function. Bringing these teams together supports creation of centre of expertise and future maturing our practices in relation to workforce planning, change and analytics – providing wider career pathways and flexibility across these teams. The Head of Corporate and Insights will have a position title change to Manager Enterprise Reporting and Analytics – recognising that the scope of the team is wider than workforce reporting. It was agreed that the team will continue the full scope of work – including support to Payroll, Finance, Commercial Services and e-Invoicing. This includes retaining all roles within the team. As part of implementation, the Head of Enterprise Workforce Planning, Change and Reporting will work together with the team to shape effective ways of working and foster connection across the wider branch and group. Confirming MBIE's reporting expectations will be part of the discussion, as well as maintaining continuity on priority deliverables.

Confirmed changes

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

- Disestablish the **General Manager Workplace, Safety and Security**.
- Disestablish the **Chief Operations Officer – Corporate Services**.
- Establish a new **General Manager Corporate Shared Services** and directly reassign the General Manager, Workplace, Safety and Security to this role. The following positions will have an interim change in reporting line to the General Manager Corporate Shared Services (see [Proposal 2](#)):
 - **Head of Commercial Operations**
 - **Head of Commercial Projects**
 - **Head of Commercial Services**
- Change of position title for the **General Manager, Planning, Risk and Assurance** to Head of Planning, Risk and Assurance and change of reporting line to the General Manager, Corporate Shared Services.
- Disestablish the **Head of the Office of the Deputy Secretaries**.
- Establish a new **Head of Office of the Deputy Secretary** responsible for the CDSS group only. The following positions will have a change in reporting line to the Head of the Office of the Deputy Secretary:
 - **Business Director**
 - **Director Māori**
 - **Principal Business Advisor**
 - **Senior Business Advisor**
- Change of reporting line for one **Kaihāpai Senior Advisor** to the Director Māori
- Establish a new **Chief Technology and Security Officer**.
- Disestablish the **Chief Technology Officer**.
- Disestablish the **Chief Information Security Officer**.
- Disestablish the **General Manager Digital Solutions Delivery**.
- Disestablish the **General Manager Partnerships and Programmes**.
- Disestablish the **Executive Assistant** to the Deputy Secretary Digital, Data and Insights.
- Position title change and scope change with direct reassignment for the General Manager Digital Operations to **General Manager Digital Services and Operations**.
- Minor change in scope for the **Chief People Officer**.
- Minor change in scope for the **Chief Financial Officer**.

Decisions confirmed as part of final decisions for Strategy and Assurance group

- Change of reporting line for the **Director Mātauranga Māori** to the Deputy Secretary Strategy and Assurance. Decisions related to the **Kaihāpai Senior Advisor** roles are confirmed under [Proposal 3A](#).
- Change of reporting line for the **Head of Internal Assurance** to the Deputy Secretary Strategy and Assurance, with a change in group for the wider team.
- Change in position title for the **Head of Corporate Reporting and Insights** to Manager Enterprise Reporting and Analytics and change in reporting line to Head of Enterprise Workforce Planning, Change and Reporting with a change in group and branch for the wider team.
- Change of position title for the Manager Economic Systems Monitoring and Reporting to **Director Strategy and Assurance** and change of reporting line to the Head of the Office of the Deputy Secretary in Strategy and Assurance.

- Change of reporting line for the **Principal Business Analyst, Senior Advisor Planning and Performance**, and one **Coordinator** position to the Head of the Office of the Deputy Secretary in Strategy and Assurance.
- Change of reporting line for two **Coordinator** positions to the Director Policy Capability in Building, Resources and Markets.

Proposal 1A – e-Invoicing

Background

Outlined in the summary of feedback for [Proposal 1](#), we received a considerable amount of feedback related to the realignment of Internal Procurement and e-Invoicing teams to New Zealand Government Procurement.

An alternate proposal was submitted which recommended that we consider integrating e-Invoicing capability with the Business and Consumer branch in Te Whakatairanga Service Delivery. This would bring together work under the same Minister and Small Business MCA; simplify interfaces with NZGP and Small Business Policy teams; and increase capacity to support critical mass adoption of e-Invoicing, leveraging insights from similar economy-wide technology initiatives such as NZBN, Business Connect and Business.govt.nz.

Establishing a centre of expertise in this vein would widen development opportunities and career pathways for all teams across the branch.

Based on this feedback, I reconsulted on an updated proposal to integrate e-Invoicing teams with the Business and Consumer Branch, which would result in the following changes:

- Establish a new **Director Smart Data Economy** position.
- Minor scope change and position title change for the **Director Digital Business Enablement** to Head of Digital Business Enablement.
- Minor scope change for the **General Manager Business and Consumer**.
- Position title change for the **Manager Products, Standards and Government** to Government Innovation Manager and reporting line change to the Director Smart Data Economy.
- Position title change for the **Manager Technology e-Invoicing** to Implementation Manager and a reporting line change to the Director Smart Data Economy.
- Position title change for the **Manager e-Invoicing Marketing and Communications** to Communications and Partnerships Manager and a reporting line change to the Director Smart Data Economy.
- Position title change for the **Director NZ Peppol Authority** to NZ Peppol Authority Manager and a reporting line change to the Director Smart Data Economy.
- Disestablish the **Manager e-Invoicing Adoption** position.
- Change in reporting line for the **Principal Relationship Manager e-Invoicing, Senior Relationship Manager e-Invoicing** and the **Adoption Advisor** to the Director Smart Data Economy.

Your feedback on Proposal 1A E-Invoicing

The following table summarises feedback received on the updated proposal for the E-Invoicing team:

Feedback themes	Response
Proposed move to Te Whakatairanga Service Delivery	<ul style="list-style-type: none"> • Agree. I am confirming that the e-Invoicing function will move to Te Whakatairanga Service Delivery under a new Director Smart Data Economy position. • Placement of the team into Te Whakatairanga Service Delivery was proposed following discussion with the General Manager Business and Consumer and we have agreed that it is best to report to the Head of Digital Business Enablement. This role is responsible for the development, implementation, and operationalisation of a complex and strategic cross-agency programme of work that delivers the Business Connect outcomes in line with the Better for Business objectives of driving business value from easy and seamless dealings with government. This is aligned to the e-Invoicing purpose, however success for the team will rely on continued, close working relationships with NZGP to ensure we are operating as a joined-up organisation in how we engage with businesses and government.
Position titles	<ul style="list-style-type: none"> • Feedback indicated that the title 'Relationship Manager' lacks credibility and may limit access and influence with key decision-makers. More strategic titles were suggested to enhance access, influence, and clarify the relationship management functions within the team. • It was commented that there are imbalances within the team structure that need to be addressed to set the team up for success going forward. Both the Principal and Senior <ul style="list-style-type: none"> • Additional responsibilities were added to Principal and Senior Relationship Manager positions on a temporary basis to cover an acting arrangement. With the confirmed move Te Whakatairanga Service Delivery, these arrangements will no longer be required, and position descriptions have been updated to reflect requirements of these roles moving forward. • Position title changes have been confirmed for both positions as suggested.

Feedback themes		Response
	<p>Relationship Manager positions have significantly grown in scope and responsibilities since their establishment.</p> <ul style="list-style-type: none"> It was recommended to rename the Principal Relationship Manager to Business Innovation Manager and review the salary band for alignment with similar roles. It was recommended to rename the Senior Relationship Manager to Business Development Lead, and to review the salary band accordingly. 	<ul style="list-style-type: none"> In light of the new titles and role descriptions, a review for both the Principal and Senior Relationship Manager positions has been undertaken.
NZ Peppol Authority role	<ul style="list-style-type: none"> There was some support for the NZ Peppol Authority to move to New Zealand Government Procurement. This alignment promotes Peppol use, ensures focus on e-Invoicing adoption, and benefits from the new GM's sponsorship and advocacy. Concerns were raised regarding the Director New Zealand Peppol Authority role, which has evolved into a senior leadership position with significant influence over OpenPeppol and the international digitisation community. The role is highly autonomous, involving governance functions, international engagement, and policy advice. It was suggested that due to the role's scope and seniority, it should be resized and report to the General Manager, Business and Consumer. 	<ul style="list-style-type: none"> Agree that there remains to be value in aligning the NZ Peppol Authority role with NZGP, however, I see greater overall benefit in the role remaining with e-Invoicing functions and being aligned to the Business & Consumer branch. Agree with the feedback around the responsibilities of this role but a change in reporting line does not change the way the role functions or maintains relationships. Bringing all of our e-Invoicing functions together is in keeping with our design intention to group like functions and create centres of excellence – so that teams can leverage core skills and improve service integration.
Sponsorship and engagement	<ul style="list-style-type: none"> It was raised that executive sponsorship has significantly benefited e-Invoicing, opening business doors through active senior involvement. To sustain momentum and mitigate risk to losing e-Invoicing sponsorship for the current General Manager, it was recommended that there is a gradual transition of sponsorship for the Australia and New Zealand e-Invoicing Board, and wider commercial stakeholder group. 	<ul style="list-style-type: none"> I agree with comments across this section. As with any change, hand over is important and the current and former General Managers will work together to ensure a smooth transition of responsibilities.

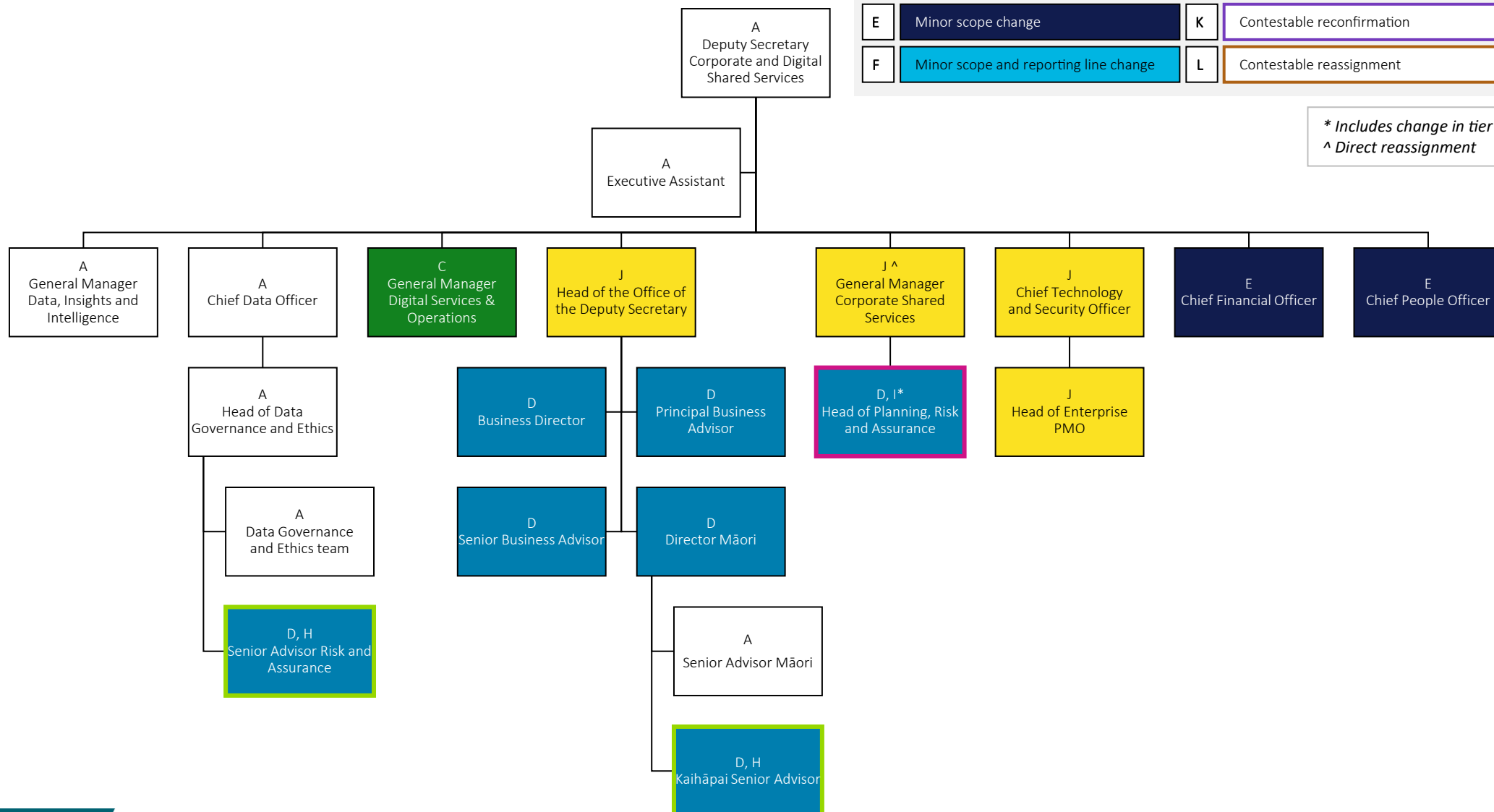
Feedback themes		Response
	<ul style="list-style-type: none"> Given the decision for e-Invoicing teams to align to TWSD rather than NZGP, it was suggested that further work would still be needed to combine resources and touchpoints related to G2B and B2B engagement, and international obligations regarding standards and engagement to enhance efficiency. 	
Director Smart Economy	<ul style="list-style-type: none"> The team structure was seen to pose risks around the formation of CDR and potential team expansion, overburdening the Director Smart Data Economy which may result to further structural changes being needed. Suggestion that the Director Smart Economy should report directly to the General Manager Business and Consumer, to maintain senior-level influence and ensure collaboration across the Business and Consumer branch. 	<ul style="list-style-type: none"> The team structure has been designed with consideration to the future work of the team, and I am confident that the Director will be well positioned to manage across work priorities. Given the focus and responsibilities of the Head of Digital Business Enablement, it makes more sense for the Director Smart Economy to report to this role.
Resourcing	<ul style="list-style-type: none"> Resourcing for research and data analytics is currently provided by the Corporate Reporting and Insights team. It was requested that the e-Invoicing analyst position sit within the e-Invoicing team, with alternate structures proposed. 	<ul style="list-style-type: none"> The Analyst position will remain within its current team. While the Corporate Reporting and Insights function will move to Strategy and Assurance, this will not interrupt the services this team provides, including services to e-Invoicing.

Confirmed changes – Proposal 1A e-Invoicing

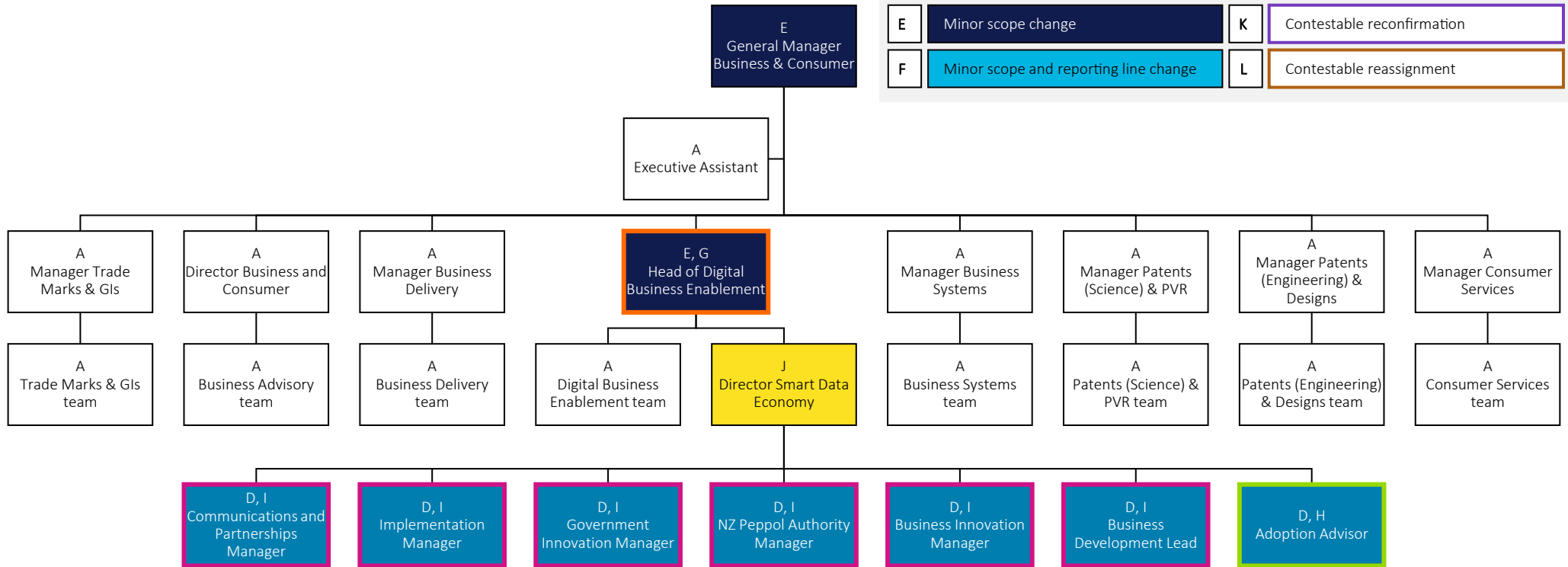
After careful consideration of the feedback received, the final decisions relating to e-Invoicing are as follows:

- Establish a new **Director Smart Data Economy** position.
- Minor scope change and position title change for the **Director Digital Business Enablement** to Head of Digital Business Enablement.
- Minor scope change for the **General Manager Business and Consumer**.
- Position title change for the **Manager Products, Standards and Government** to Government Innovation Manager and reporting line change to the Director Smart Data Economy.
- Position title change for the **Manager Technology e-Invoicing** to Implementation Manager and a reporting line change to the Director Smart Data Economy.
- Position title change for the **Manager e-Invoicing Marketing and Communications** to Communications and Partnerships Manager and a reporting line change to the Director Smart Data Economy.
- Position title change for the **Director NZ Peppol Authority** to NZ Peppol Authority Manager and a reporting line change to the Director Smart Data Economy.
- Disestablish the **Manager e-Invoicing Adoption** position.
- Position title change for the **Principal Relationship Manager e-Invoicing** to Business Innovation Manager and reporting line change to the Director Smart Data Economy.
- Position title change for the **Senior Relationship Manager e-Invoicing** to Business Development Lead and reporting line change to the Director Smart Data Economy.
- Reporting line change for the **Adoption Advisor** to the Director Smart Data Economy.
- As a result of these changes, the **Head of Commercial Projects and Business Adoption** will have a minor change in scope and position title change to Head of Commercial Projects (see [Proposal 2](#)).
- As a result of these changes, the **Head of Commercial Operations and Assurance** will have a minor change in scope and position title change to Head of Commercial Operations (see [Proposal 2](#)).

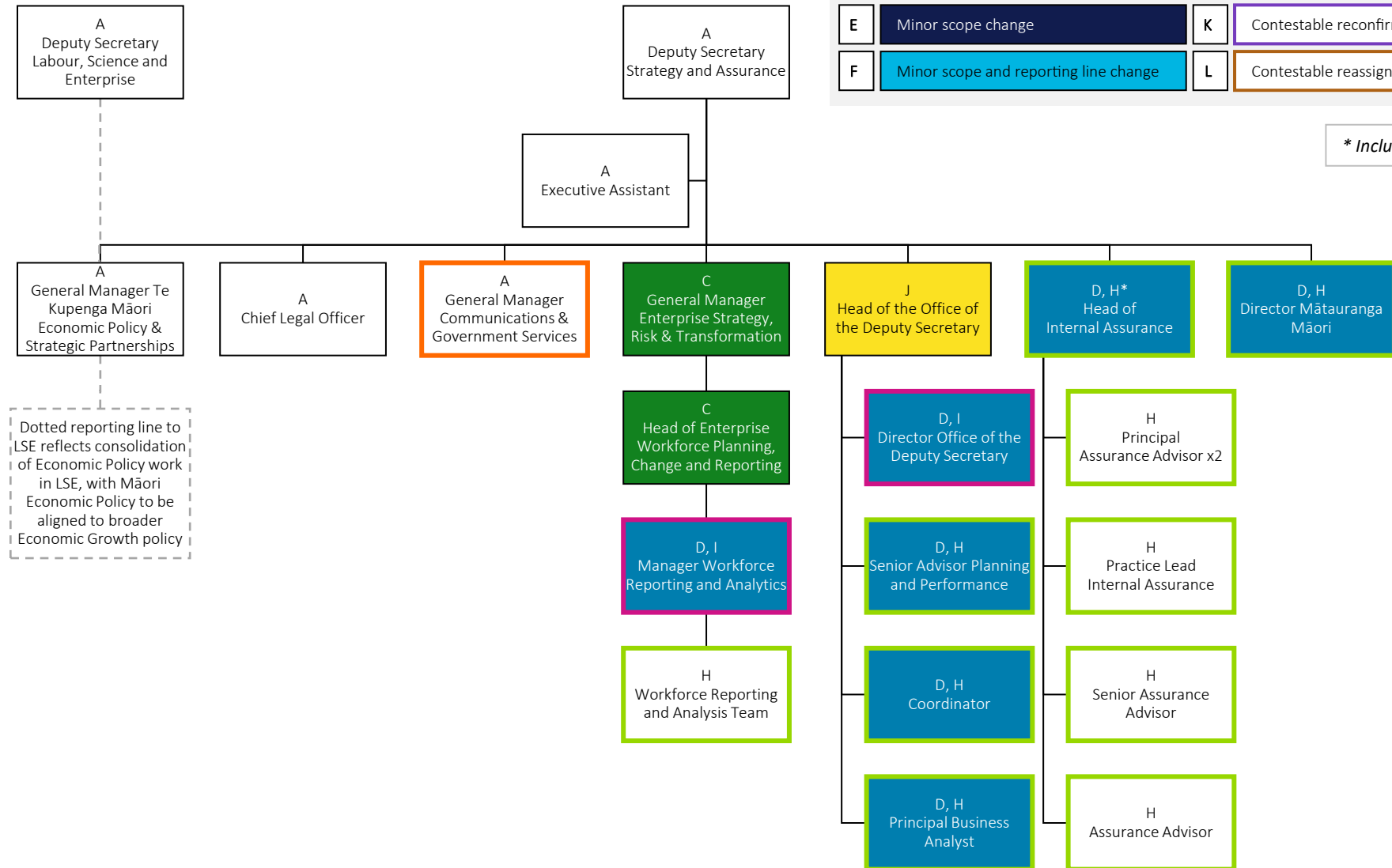
**Confirmed organisational chart –
Corporate and Digital Shared Services Leadership Team**



Confirmed organisational chart – E-Invoicing



Confirmed organisational chart – Strategy and Assurance



Proposal 2 – Corporate Shared Services

Summary of changes proposed

A new General Manager Corporate Shared Services position was proposed to take responsibility for the group strategy, incorporating strategic, risk, security, emergency, and wellbeing functions. The branch would focus on performance, effectiveness, and service design and continuous improvement – maximizing feedback from the 2024 engagement process and building a sustainable feedback mechanism for future service enhancements.

It was proposed that Workplace, Safety and Security; Planning, Risk and Assurance; and Service Excellence functions would be brought together in the branch to support its focus. Changes would result in disestablishment of the Business Manager role from the Workplace, Safety and Security branch, disestablishment of the Head of Service Excellence role from the Corporate Services branch, and creation of a new Service Design and Excellence role to reflect the expanded focus of the team.

Changes proposed for the Services Excellence team, which included realignment of Finance-focused roles to Finance & Performance branch, were intended to enable the team to carry forward insights and improvement recommendations from the 2024 engagement process. A variety of feedback was received, including alternate structural proposals which led to re-consultation with the team. This updated proposal and the resulting final decisions are outlined in [Proposal 2A](#).

Your feedback on Proposal 2

The following table summarises feedback we received about the Corporate Shared Services branch:

Feedback themes		Response
General Manager Corporate Shared Services	<ul style="list-style-type: none"> It was recommended that the General Manager should be formally recognised as the primary MBIE Controller for incidents and emergencies. Direct reassignment for this position was queried, based on the draft position description which was seen to have significantly expanded both in scope and level of subject matter expertise. 	<ul style="list-style-type: none"> The primary MBIE Controller for incidents and emergencies is the Deputy Secretary, Corporate and Digital Shared Services and there are currently no plans to change this. I am confirming the establishment of the Corporate Shared Services Branch and the General Manager position. While there are changes in scope, the majority of functions in the new Shared Services role are carried over from the General Manager Workplace, Safety and Security job description.
Planning, Risk and Assurance (PRA)	<ul style="list-style-type: none"> Feedback highlighted the importance of having planning and reporting functions close to the leadership team for alignment, accountability, and informed decision-making. Concerns were raised about the Planning Risk and Assurance (PRA) team managing programmes across CDSS and Strategy and Assurance without increased capacity. There was a call for clarity on the scope of work for PRA and a suggestion for Strategy and Assurance to have its own corporate and accountability reporting team. A number of alternative structures were proposed. 	<ul style="list-style-type: none"> The intent of placing planning and reporting within a shared services umbrella was to create a branch with dedicated accountability for our strategy and corporate obligations. Fostering collaborative and collegial work environments will be a key to our success as a group and having our planning and reporting functions under a different General Manager does not fundamentally change the previous DDI model. With both Strategy and Assurance and CDSS having dedicated office support, the scope of work for PRA does change insofar as both Offices will now leverage services from the team, but each office has their own business management support. All teams will work together moving forward. Strategy and Assurance is a relatively small group and when designing our new structures, Mel and I sought ways to ensure there was no unnecessary duplication of functions.
Business Manager	<ul style="list-style-type: none"> There was disagreement about disestablishing the Business Manager role, emphasising the need for consistent business management support across branches. 	<ul style="list-style-type: none"> The intent of disestablishing this role was because it was a duplication of functions provided within the PRA team. Following feedback, I have decided to retain this role to support business management for the Corporate Shared Services Branch, reporting to the Head of Planning, Risk and Assurance.

Feedback themes		Response
	<ul style="list-style-type: none"> It was questioned why this position was being removed in Corporate Shared Services but not in other branches. A dedicated Business Manager (or Principal Advisor) is needed to help plan, manage, and report on the branch's work. A number of alternative structures were proposed. 	
Wellbeing Health and Safety	<ul style="list-style-type: none"> It was suggested that the Wellbeing, Health, and Safety function would be better placed within People & Culture to demonstrate people-centricity and enable closer working relationships with Business Partnering and ER teams. 	<ul style="list-style-type: none"> Noted however the current model includes operational health and safety that is not considered a fit with People & Culture. Working relationships should not be dependent on the branches that teams sit within and as a group we need to be working collaboratively across all branches and wider MBIE.
Service Excellence	<ul style="list-style-type: none"> Feedback emphasised the need to clearly define responsibilities and ownership of corporate-wide best practice processes within the proposed Service Design and Excellence team. It was suggested that we consider resourcing as the current proposed team composition may not be adequate to delivery on its expanded mandate. It was suggested to align the team with the Kiritaki Centricity and Service Design team or the Group Planning and Performance team, which could create better synergies to handle enterprise-wide initiatives. Concerns were raised about the team's capacity to focus on process improvement while managing the existing work programme. Establishing a new Head of Service Design and Excellence role was recommended to support the expanded scope of this role along with several other proposed alternative structures. 	<ul style="list-style-type: none"> Having read the feedback, I agree to integrating our Customer Experience capability with the Kiritaki Centricity team, particularly to manage capacity pressure. This is covered as part of re-consultation Proposal 2A. There are a number of BAU processes currently underway which will require ongoing support and attention. Some of these will be picked up by business teams, others will require agreement with the Kiritaki Centricity team to allocate support until initiatives are completed.

Confirmed changes

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

- Change of reporting line for the **Executive Assistant** to the General Manager Corporate Shared Services
- Change of branch for the **Group Planning and Performance** and **Group Risk Assurance** teams to Corporate Shared Services
- Change of reporting line for the **Business Manager** (Workplace, Safety Security) to the **Head of Planning, Risk and Assurance**.
- Change of reporting line for **Head of Protective Security** to General Manager Corporate Shared Services with a branch change for the wider team.
- Change of reporting line for **Head of Emergency Management** to General Manager Corporate Shared Services with a branch change for the wider team.
- Change of reporting line for **National Manager Emergency Management Auckland** to General Manager Corporate Shared Services with a branch change for the wider team.
- Change of reporting line for **Head of Wellbeing, Health and Safety** to General Manager Corporate Shared Services with a branch change for the wider team.
- Change of reporting line for the **National Manager Facilities and Workplace** to General Manager Corporate Shared Services with a branch change for the wider team.
- Change of reporting line for the **Director Partnerships and Engagement** General Manager Corporate Shared Services with a branch change for the Senior Advisor Workplace Environments.
- Disestablish the Programme Director Royal Commission of Inquiry (Covid-19 Lessons)

While not originally part of Proposal 2, following consultation with Robert Pigou, Deputy Secretary Regional Development and Commercial Services, we jointly agreed not to proceed with movement of Internal procurement teams from Corporate Services to NZ Government Procurement at this time. The decision reflects the recent appointment of a new General Manager NZGP and need to further consider the proposal, impacts across the branch, and feedback received. For the interim, these teams will report to the General Manager Corporate Shared Services, resulting in the following:

- Minor change in scope and change in position title for the **Head of Commercial Projects and Business Adoption** to Head of Commercial Projects, following the decision to realign e-Invoicing teams to Te Whakatairanga Service Delivery. The position will have an interim change in reporting line to the General Manager Corporate Shared Services, with a branch change for the wider Commercial team.
- Minor change in scope and change in position title for the **Head of Commercial Operations and Assurance** to Head of Commercial Operations, following the decision to realign e-Invoicing teams to Te Whakatairanga Service Delivery. The position will have an interim change in reporting line to the General Manager Corporate Shared Services, with a branch change for the wider Commercial team.
- Interim change in reporting line for the **Head of Commercial Services** to the General Manager Corporate Shared Services, with a branch change for the wider Commercial team.

Proposal 2A – Service Excellence

Considerable feedback was received on the proposal to realign Service Excellence capability to Corporate Shared Services and Finance and Performance, including alternate structural proposals. Based on this feedback an updated proposal was shared with the team, with a view to:

- Integrate the customer experience capability in the current Service Excellence team within the Kiritaki Centricity and Service Design team in Te Whakatairanga Service Delivery. This team has recently expanded to bring together service design and customer experience capabilities from teams across MBIE, reinforcing it as an enterprise service that focuses on design and improvements for all of MBIE's customers.

Aligning expertise from the Service Excellence team into this area would take further steps to establish a single centre of service design and improvement expertise within MBIE. The centre of expertise would provide the scale and capacity necessary to manage the improvement programme across Corporate and Digital Shared Services and provide the Service Excellence roles with a broader scope of work across MBIE customers, widening career pathways and development opportunities.

- Move Programme and Business Analysis capability into the Planning and Performance team in People and Culture branch. This recognises the synergy between their BAU work programmes and, by bringing them together, would provide more scope and capacity to manage these work programmes.
- Continue with the proposal to realign the Strategic Finance Lead and two Senior Management Accountants to Finance and Performance branch.

- Disestablish the **Head of Service Excellence**.
- Change of reporting line for the **Principal Customer Experience Advisor** to the Director Kiritaki Centricity and Service Design, and a change in group to Te Whakatairanga Service Delivery.
- Change of reporting line for the **Senior Customer Experience Advisor** and **Customer Experience Advisor** to the Manager Customer and Service Design, and a change in group to Te Whakatairanga Service Delivery.
- Minor scope change for the **Director Kiritaki Centricity and Design**.
- Change of reporting line for the **Programme Management Lead** and the **Senior Business Analyst** to the Head of P&C Planning and Performance and a change of branch to People & Culture.
- Minor scope change for the **Head of P&C Planning and Performance**.
- Establish a fixed term **Senior Business Analyst** reporting to the Head of Commercial Operations.

This updated proposal would result in the following changes:

Your feedback on Proposal 2A – Service Excellence

The following table summarises feedback on the updated proposal for the Service Excellence team:

Feedback themes		Response
Proposed movement	<ul style="list-style-type: none"> There was general support for the proposed realignment of Customer Experience expertise to the Kiritaki team to optimise team skills, enhance career pathways and increase team capacity. Clarification was requested on the rationale for differing reporting lines between the Customer Experience Advisor, Senior Advisor, and Principal Advisor roles and alternative structures were proposed. There was concern that separating the Service Excellence team will hinder maintaining key relationships across Corporate Services, Finance and P&C risking the breakdown of valuable stakeholder relationships and insights into customer expectations and experiences with CDSS processes. Service Excellence delivers a broad remit and is involved across the lifespan of a CDSS projects/product enhancements. There was concern that this level of service would disappoint customers. 	<ul style="list-style-type: none"> Noted. Placement of the roles follows existing design within the Kiritaki Centricity team and aims to balance the size of teams. In the existing model, Principal-level roles report directly to the Director position. Maintaining relationships is key to corporate roles and should not be based on where teams sit. All teams are expected to work collaboratively and collegially across MBIE. The Kiritaki Centricity team has a focus on continuous improvement and realigning the Customer Experience team to Te Whakatairanga should not impact products or service levels in a detrimental way. Support to Finance & Performance and People & Culture will be maintained through positions moving into these branches plus additional support as and when required from the Kiritaki Centricity team.
Resourcing	<ul style="list-style-type: none"> There was concern for the Service Excellence team to continue its training and communication services, particularly across FMIS, which includes over 300 guidance documents. It was felt that the structure lacks a mechanism to sustain this work. The Procure-to-Pay (P2P) initiative is critical for enabling more efficient supplier payments and improved financial oversight but has been hindered by lack of dedicated resource. Concerns were raised how this programme will be delivered without ongoing expertise and support from the Service Excellence team. It was suggested to rename the Programme Capability Team to P&C Projects and to re-establish the existing Manager position with a key focus on P&C projects, work programme and people management. 	<ul style="list-style-type: none"> The Senior Management Accountants will move to Finance & Performance to support the Finance Business Partnering teams. An additional fixed term role has been added to support the Procure-to-Pay initiative with additional support being sourced from the Kiritaki Centricity team if required. The Customer Experience roles will move to Kiritaki Centricity and will retain their CDSS focused delivery responsibilities, and it is expected their work programme is appropriately managed and prioritised in conjunction with all relevant MBIE business partners to ensure delivery.

Feedback themes		Response
		<ul style="list-style-type: none"> The proposal to realign the Senior Business Analyst and Programme Management Lead to P&C is confirmed. Changes to the structure of the Planning and Performance team are not in scope of this change process.
Programme Management Lead	<ul style="list-style-type: none"> The Programme Management Lead role was previously responsible for leading a team of Business Analysts. Some of the current responsibilities of this role are managed by the Manager Analysis and Processes. There was a request to consider repurposing the role into a manager position and adjusting the reporting lines for the Advisor Delivery and two Senior Advisor Delivery roles to the Manager. The scope of the role was also requested to be reviewed and clarified. There was concern that moving the Programme Management Lead role to Planning and Performance in P&C would leave a gap in Commercial and Finance-related work that will require funding or filling another way. It would not make sense for the Head of P&C Planning and Performance to oversee this work. The Programme Management Lead is seen as crucial for coordinating across Corporate, F&P, and P&C, and risks important work being lost. It was requested to reconsider the movement of this role and suggested to place it with the Customer Experience roles. 	<ul style="list-style-type: none"> When this position was established, it was a standalone programme management role with no people management responsibilities. Over time some aspects of the role have devolved to the Analysis and Processes team. As above, there is no intent to change the responsibilities of this role. The Principal Advisor Customer Experience has been leading this work and will continue to do so when the team moves to Te Whakatairanga Service Delivery. For the broader CDSS and Finance requirements, the work will move with the Customer Experience roles to the Kiritaki Centricity team. The P&C work will still fall under the Programme Management Lead role.
Senior Business Analyst	<ul style="list-style-type: none"> The Senior Business Analyst has a dotted reporting line to the Manager Analysis and Processes. It was suggested that the Senior Business Analyst report to the Programme Management Lead and that the scope of the role was reviewed and clarified. The Senior Business Analyst capability is under resourced resulting in the need to pause or delay work. Whilst there is a need for a Business Analyst position within P&C, there is still a need for Business Analyst resource within Corporate Services to support Procure-to-Pay, and additional fixed-term resourcing was requested. 	<ul style="list-style-type: none"> As above – there is no intent to change the responsibility of this role. Agree and I am confirming a fixed-term Senior Business Analyst role will be established until the end of 2025 to address immediate capacity needs.

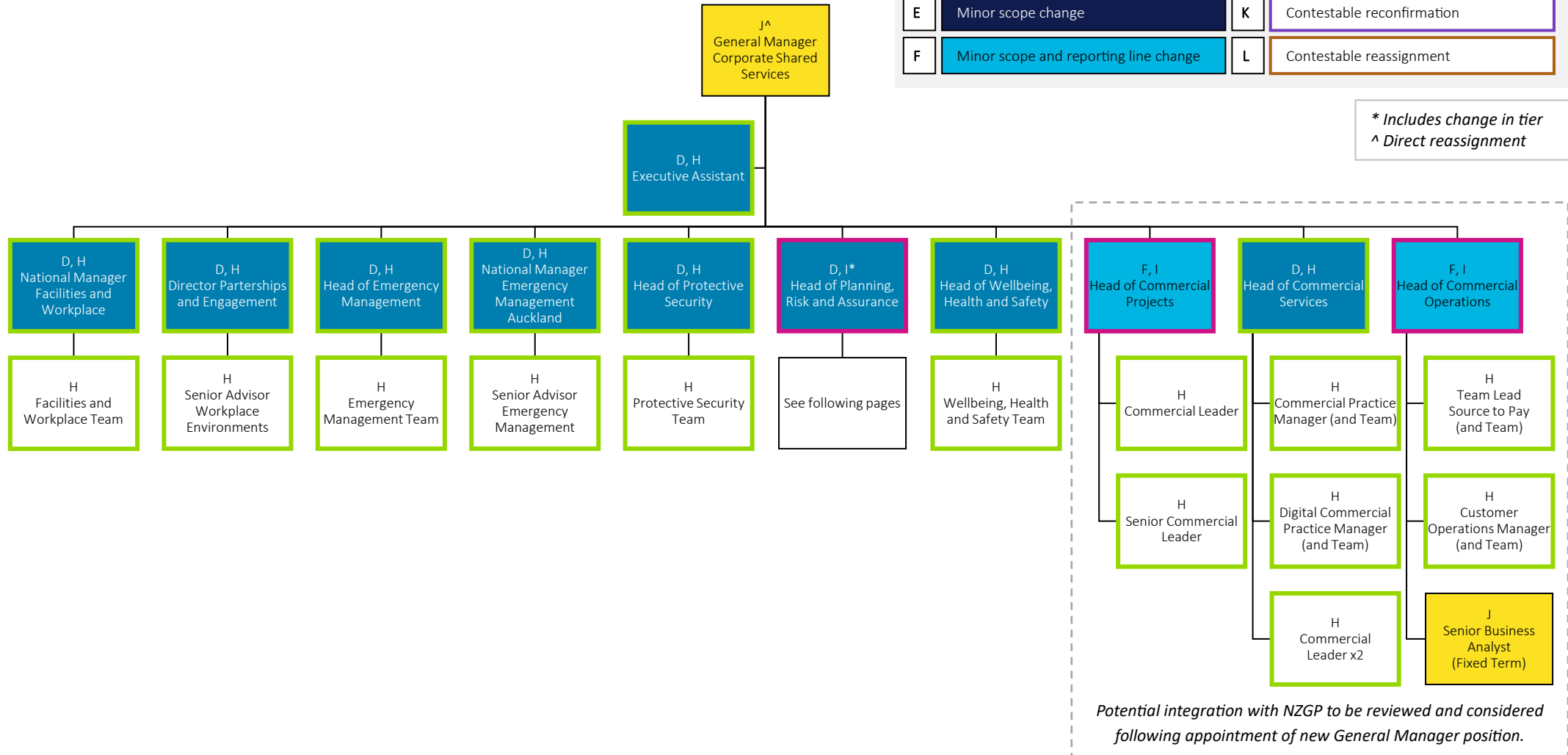
Feedback themes		Response
	<ul style="list-style-type: none"> Concerns were raised about where the Kiritaki Centricity team will source BA support from, based on an expectation that this capability will be needed to support the CDSS continuous improvement work. 	<ul style="list-style-type: none"> Requirements of continuous improvement work – including what support CDSS will need to provide – will become the responsibility of the Director Kiritaki Centricity and Service Design moving forward.
Kiritaki Centricity team	<ul style="list-style-type: none"> The movement of the Customer Experience team to the Kiritaki Centricity team was viewed as offering streamlined processes, consistence, and development opportunities. A review of roles and pay bands across the Kiritaki Centricity team was suggested to ensure consistency and equity. The Kiritaki Centricity team's shift to focus on internal customers as well as external has raised concerns about whether internal work would be deprioritised, descaled or abandoned when external priorities arise. Concerns were also raised regarding the traction on CDSS projects, the P2P project in particular, that may be lost with a move to the Kiritaki Centricity team. It was felt the extent of the BAU work the Service Excellence carries out was not fully understood, and concerns were raised regarding moving this work to the Kiritaki Centricity team, which may not fit their remit and could hinder progress to deliver service improvements. 	<ul style="list-style-type: none"> Agree. A review of pay bands is outside of the scope of this proposal and would need to be managed within Te Whakatairanga Service Delivery. The Kiritaki Centricity team, like many across Te Whakatairanga Service Delivery, will balance its CDSS focused work programme in conjunction with all relevant MBIE Business Partners to ensure successful delivery. Teams reporting to the Director Kiritaki Centricity and Service Design will largely retain their current scope but be exposed to different approaches, different regulatory systems, methodologies, skills and experiences which, over time, will inform the development of more integrated ways of working and career development. Prioritisation of BAU work and other areas for improvement will be an early discussion with the Kiritaki Centricity team to ensure an ongoing work programme of support is agreed.
Change Process	<ul style="list-style-type: none"> Proposed changes impact key stakeholder groups, including Financial Operations, Systems Accountants, Commercial, and Finance Business Partnering teams. The re-consultation process was noted as not reflecting the open and transparent nature that MBIE prides itself on. 	<ul style="list-style-type: none"> The re-consultation was based on the feedback provided during the initial consultation period.

Confirmed changes

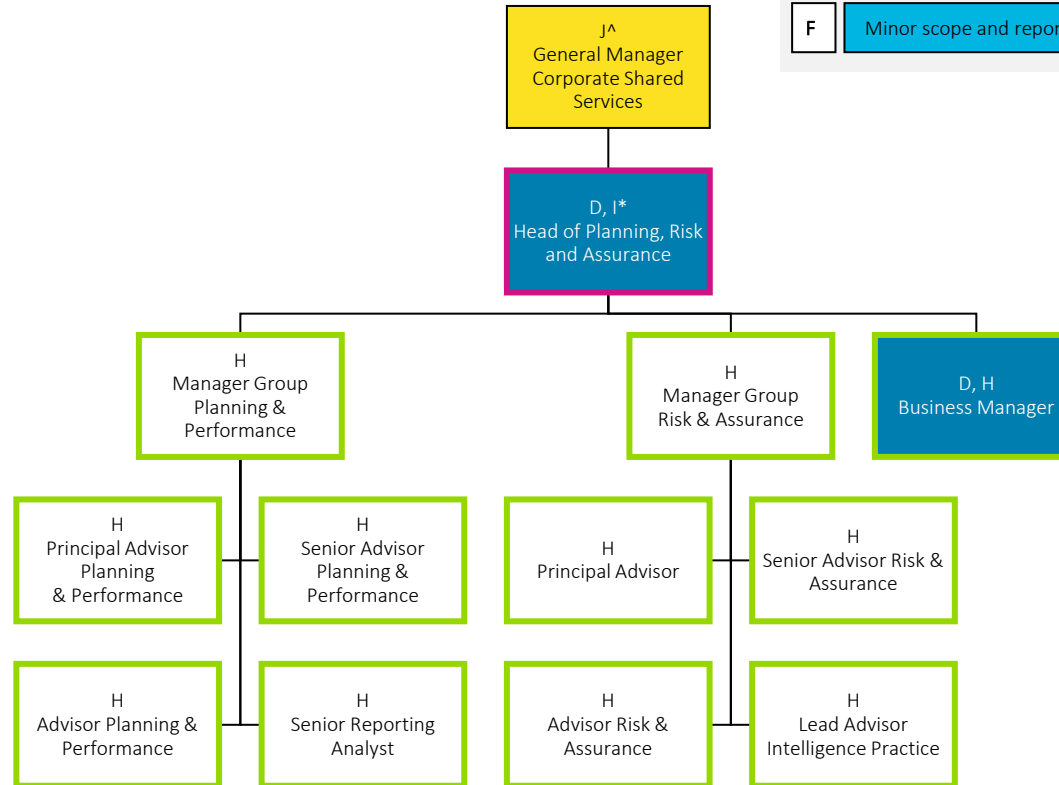
After careful consideration of the feedback received, the final decisions for Service Excellence are as follows:

- Disestablish the **Head of Service Excellence**.
- Change of reporting line for the **Principal Customer Experience Advisor** to the Director Kiritaki Centricity and Service Design, and a change in group to Te Whakatairanga Service Delivery.
- Change of reporting line for the **Senior Customer Experience Advisor** and **Customer Experience Advisor** to the Manager Customer and Service Design, and a change in group to Te Whakatairanga Service Delivery.
- Disestablish the **Customer Experience Coordinator**
- Minor scope change for the **Director Kiritaki Centricity and Design**.
- Change of reporting line for the **Programme Management Lead** and the **Senior Business Advisor** to the Head of P&C Planning and Performance and a change of branch to People & Culture.
- Minor scope change for the **Head of P&C Planning and Performance**.
- Establish a fixed-term **Senior Business Analyst** position, reporting to the Head of Commercial Operations to provide continued support to the Procure-to-Pay programme.

Confirmed organisational chart – Corporate Shared Services



Confirmed organisational chart – Planning, Risk and Assurance

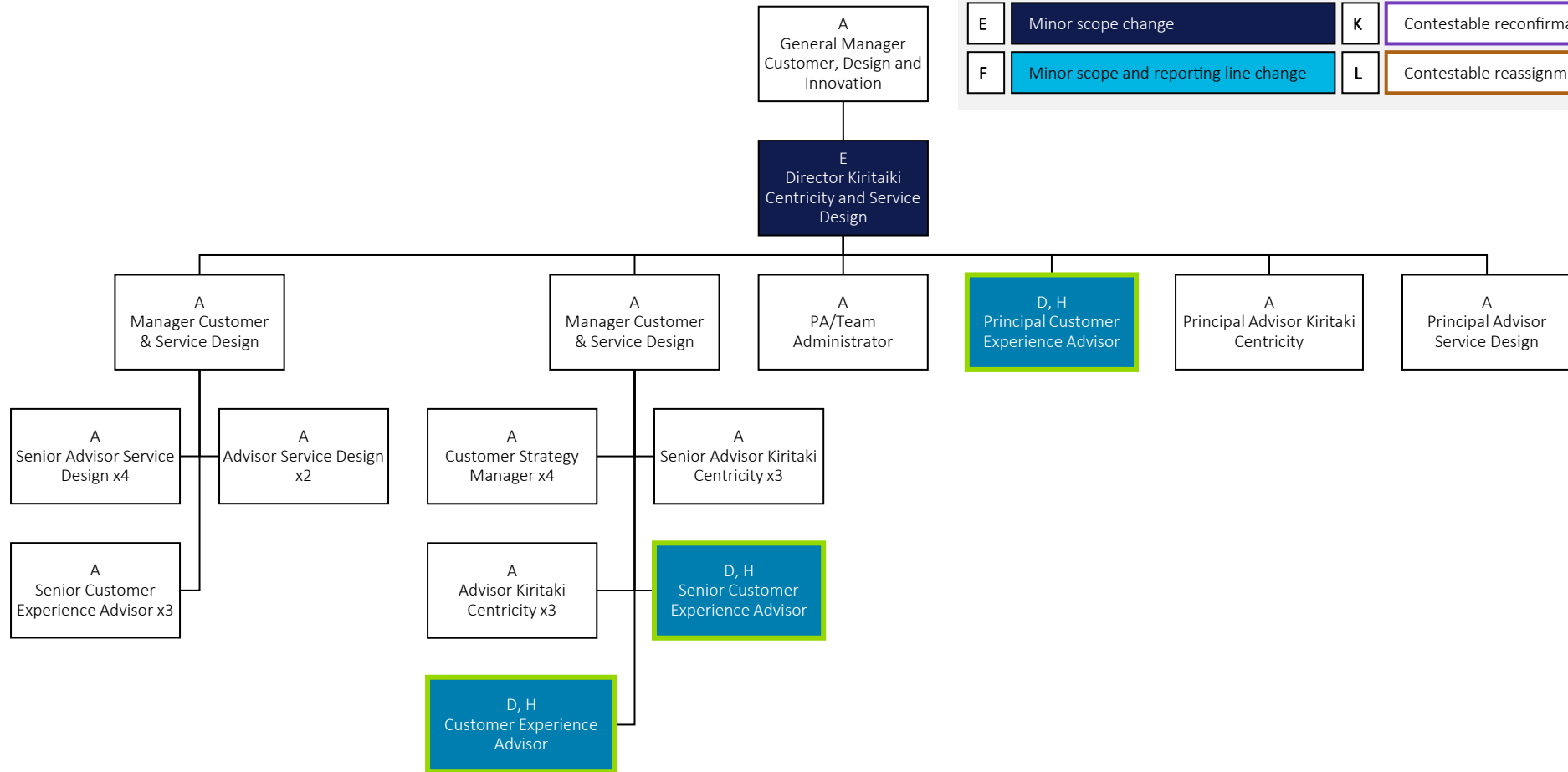


KEY

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B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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

* Includes change in tier
^ Direct reassignment

Confirmed organisational chart – Service Design and Excellence



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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

Proposal 3 – Mātauranga Māori

Summary of changes proposed

The proposed changes for Mātauranga Māori were driven by significant feedback from Te Waka Pūtahitanga and Corporate Services, Finance and Enablement teams regarding the positioning of teams related to Māori capability, leadership, and partnership with Iwi and Māori.

The proposed changes aimed to strengthen the Ministry's foundational responsibilities under Te Tiriti o Waitangi and organisational strategy, Te Ara Amiorangi and provide additional support for Te Tāpuhipuhi our partnership with Māori strategy.

It was proposed that the **Director Mātauranga Māori** role would join Strategy and Assurance to focus on providing advice and support to the Chief Executive and SLT leaders, supporting enhancing capability building at MBIE in conjunction with Te Iho Poutama in Corporate and Digital Shared Services. This role would continue to represent the organisation and maintain genuine and authentic relationships with mana whenua, hapu, and iwi, working with the Chief Executive, SLT, and wider.

The two **Kaihāpai Senior Advisors** were proposed to move Te Iho Poutama in People & Culture. Aligning these roles would be consistent with the capability focus of the People & Culture branch and our design objective to consolidate like functions.

Based on feedback received about the positioning of the two Kaihāpai Senior Advisors positions, I presented an updated proposal for re-consultation, outlined in [Proposal 3A](#).

Your feedback on Proposal 3

The following table summarises feedback we received about the Mātauranga Māori team:

Feedback themes	Response
Mātauranga Māori team	<ul style="list-style-type: none"> There were mixed opinions about Mātauranga Māori. Some supported the proposed changes, including moving the Kaihāpai Senior Advisor roles to Te Iho Poutama, but also emphasised the need for clear scope and responsibilities in the new structure, particularly for Director Māori roles across MBIE business groups. It was recommended that we consider an extra proposal to review the function and roles within Mātauranga Māori, and Te Iho Poutama before implementing organisational changes. Alternative structures were proposed.
Director Mātauranga Māori	<ul style="list-style-type: none"> A proposal was put forward to merge the Director Mātauranga Māori and Director Māori CDSS roles into a single position within Strategy and Assurance. This would create a centre of expertise for MBIE assurance where Te Ao Māori and Te Reo Māori considerations are paramount. This consolidation would encompass the existing Kaihāpai Senior Advisor positions. There was some support for relocating the Director Mātauranga Māori role to Strategy and Assurance to enhance strategic relationships with Iwi/Māori. It was suggested that this positioning would better connect the role to ESRT functions, that also work closely with the CE and SLT. Conversely, concerns were raised about moving the Mātauranga Māori role out of CDSS, with suggestions that we should consider placement within the Chief Executive's Office. To appropriately acknowledge the mana of this position and its expertise, it was recommended that it be positioned at Tier 2.

Feedback themes	Response
<ul style="list-style-type: none"> • There was also a suggestion to co-locate the Director Mātauranga Māori and the General Manager Te Kupenga Māori Policy and Strategic Partnerships to strengthen the impact and mana of both roles. The demanding nature of the role, which is both inward and outward facing, was highlighted. Effective relationship building with Iwi/Māori requires coordinated efforts across Māori Directors for strategic alignment. The role must ensure sector clarity, inform advice to the SLT and Secretary, and given MBIE's scale, it was recommended that additional resources should be provided to support the effectiveness of the role, including retaining current roles under the Director Mātauranga Māori. • There were concerns regarding the title <i>Director Mātauranga Māori</i>, suggesting it caused confusion and the role scope was too broad. Feedback supported renaming the position to Pou Tikanga or Director Tikanga Māori, noting the need for an expert advisor on Tikanga and Mātauranga Māori matters related to MBIE's core business. This role should provide high-level cultural guidance, support business units and Māori Directors, maintain trusted relationships with iwi and Māori, and ensure alignment with both Crown and Māori perspectives on the Treaty of Waitangi. It was also suggested that this position should not require direct reports. • Others did not support the Pou Tikanga title, feeling it narrowed the role and diminished the mana of the mahi. It was recommended that engage with Māori Directors across MBIE to obtain tangata whenua input on the title, ensuring it retains its mana and respect, when the position is filled. 	
Kaihāpai Senior Advisor	<ul style="list-style-type: none"> • While the need to build organisational knowledge and capability in Te Ao Māori was supported, feedback raised concerns regarding the transfer of Kaihāpai positions into Te Iho Poutama • Having considered the feedback received, including an alternate proposal, balanced against the overall importance of the successful delivery of Te Tāpuhipuhi, it was agreed with Mel Porter that we would reconsult with the

Feedback themes		Response
	<p>and questioned whether additional resources for Te Iho Poutama would be the most effective approach.</p> <ul style="list-style-type: none"> It was noted that although there is a connection between the current objectives and scope of both Mātauranga Māori and Te Iho Poutama teams, the work undertaken by the Kaihāpai positions spans the entire organisation, aiding MBIE in becoming more strategic and proficient in integrating Te Ao Māori, with a focus on treaty obligations and partnerships. This encompasses both internal and external perspectives. The scope is broader than the specialist capability-building focus of Te Iho Poutama, raising concerns about potential narrowing of scope if roles are moved to Te Iho Poutama. Consequently, the addition of two resources into Te Iho Poutama was not supported. Feedback also proposed establishing a Māori Advisory Board comprised of key leaders and stakeholders to provide strategic oversight. 	<p>Kaihāpai Senior Advisor roles to align their work with the delivery of Te Tāpuhipuhi (see feedback in the next section).</p>
Te Tāpuhipuhi	<ul style="list-style-type: none"> It was suggested that we consider the resourcing requirements to support both Te Tāpuhipuhi and Mātauranga Māori, as current roles do not meet work and business needs. Recommendations included moving the accountability for Te Tāpuhipuhi accountability into Strategy and Assurance with a clear Tier 3 advocate and increasing resourcing to include a full-time Principal-level role, and an administrative/coordination role to ensure there is sufficient coordination across the enterprise, along with relationship management, and clear deliverables. 	<ul style="list-style-type: none"> Agree. Ownership and ongoing resourcing for Te Tāpuhipuhi has formed part of the updated proposal shared for reconsultation (see Proposal 3A).

Proposal 3A – Kaihāpai Senior Advisors

Background

It was proposed that the Director Mātauranga Māori would move to Strategy and Assurance group, and the two Kaihāpai Senior Advisor positions would be realigned to Te Iho Poutama. Bringing the Kaihāpai Senior Advisors into Te Iho Poutama would reflect the connection in their work to MBIE's journey to acquiring knowledge and capability in Te Ao Māori, while continuing to bring out meaningful outcomes within Te Tāpuhipuhi.

A variety of perspectives were shared through feedback, including an alternate proposal which recommended that the Kaihāpai Senior Advisors are aligned temporarily to the Director Partnerships and Capability in the Building, Resources and Markets group. The Partnerships and Capability team would become responsible for coordinating and leading Te Tāpuhipuhi work programmes for a defined period of time, with an enterprise-wide focus, and overall sponsorship would be held by Melanie Porter as the Deputy Secretary Strategy and Assurance.

Based on the feedback received, I reconsulted on an updated proposal to integrate the Kaihāpai Senior Advisor positions with the Partnerships and Capability team in Building, Resources and Markets on a temporary basis.

This updated proposal would result in the following changes:

- Change in reporting line for the **Director Mātauranga Māori** to the Deputy Secretary Strategy and Assurance.
- Move overall responsibility for Te Tāpuhipuhi and sponsorship of the strategy to the **Deputy Secretary Strategy and Assurance**.
- Establish a new **Principal Advisor, Te Tāpuhipuhi** position to support ongoing management of the strategy, with an interim reporting line to the Director Partnerships and Capability.

- Reduction in **Kaihāpai Senior Advisor** positions from two to one, filled via a contestable reconfirmation process with an interim reporting line change to the Director Partnerships and Capability.
- Interim responsibility for the coordination and implementation of Te Tāpuhipuhi retained by the **Director Partnerships and Capability**.

The updated proposal reflected temporary arrangements, with a view that the Programme Lead, Te Tāpuhipuhi and Kaihāpai Senior Advisor positions would substantively report to Strategy and Assurance group. The Deputy Secretary Strategy and Assurance would be responsible for deciding permanent placement of the Te Tāpuhipuhi programme, following confirmation of decisions on the Director Mātauranga Māori position.

Your feedback on Proposal 3A - Kaihāpai Senior Advisors

The following table summarises feedback we received on the updated proposal for the Kaihāpai Senior Advisors:

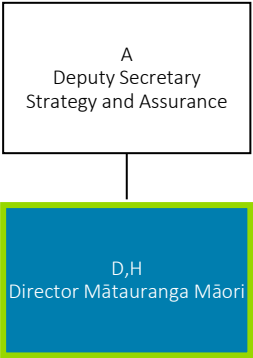
Feedback themes		Response
Kaihāpai Senior Advisors	<ul style="list-style-type: none"> A variety of perspectives were shared on the updated proposal. There was some support for the reduction of Kaihāpai Senior Advisor positions and creation of the new Programme Lead, Te Tāpuhipuhi role. By contrast, others suggested that moving the Kaihāpai Senior Advisor to BRM would risk narrowing the focus of the role and blurring responsibilities. It was suggested that we consider aligning the Kaihāpai Senior Advisor to the Director Māori CDSS or into the Office of the Deputy Secretary, Strategy and Assurance, pending decisions about the Director Mātauranga Māori. 	<ul style="list-style-type: none"> Recognising concerns shared through feedback about sustaining momentum with Te Tāpuhipuhi, as well as MBIE's wider work programme to acquire knowledge and capability in Te Ao Māori, the proposal to reduce Kaihāpai Senior Advisor positions will not be progressed. As proposed, the Director Partnerships and Capability will retain interim responsibility for Te Tāpuhipuhi with a fixed-term Programme Lead, Te Tāpuhipuhi and a Kaihāpai Senior Advisor reporting to this role to ensure sufficient support for the work. The Programme Lead will be fixed-term for 12 months, reflecting that permanent resourcing needs for Te Tāpuhipuhi will become clearer through implementation. As suggested through feedback, a Kaihāpai Senior Advisor will report to the Director Māori in CDSS. The role will have an immediate focus on integrating and transitioning work programmes related to Te Tāpuhipuhi and Mātauranga Māori, in close connection with Strategy and Assurance group.

Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 3 and 3A are:

- Change in reporting line for **Director Mātauranga Māori** to the Deputy Secretary Strategy and Assurance. The Deputy Secretary will consider the title, positioning and focus of the role as part of this transition.
- Confirm interim responsibility for Te Tāpuhipuhi remains with the **Director Partnerships and Capability** in Building, Resources and Markets.
- Establish a fixed-term **Principal Advisor Te Tāpuhipuhi** position for 12 months, reporting to the Director Partnerships and Capability on an interim basis. The position will substantively be based in Strategy and Assurance group.
- Change in reporting line for one **Kaihāpai Senior Advisor** to the Director Partnerships and Capability on an interim basis. The position will substantively be based in Strategy and Assurance group.
- Change in reporting line for one **Kaihāpai Senior Advisor** to the Director Māori in Corporate and Digital Shared Services.
- The Deputy Secretary Strategy and Assurance will be responsible for deciding permanent placement of the Te Tāpuhipuhi programme.

Confirmed organisational chart – Mātauranga Māori

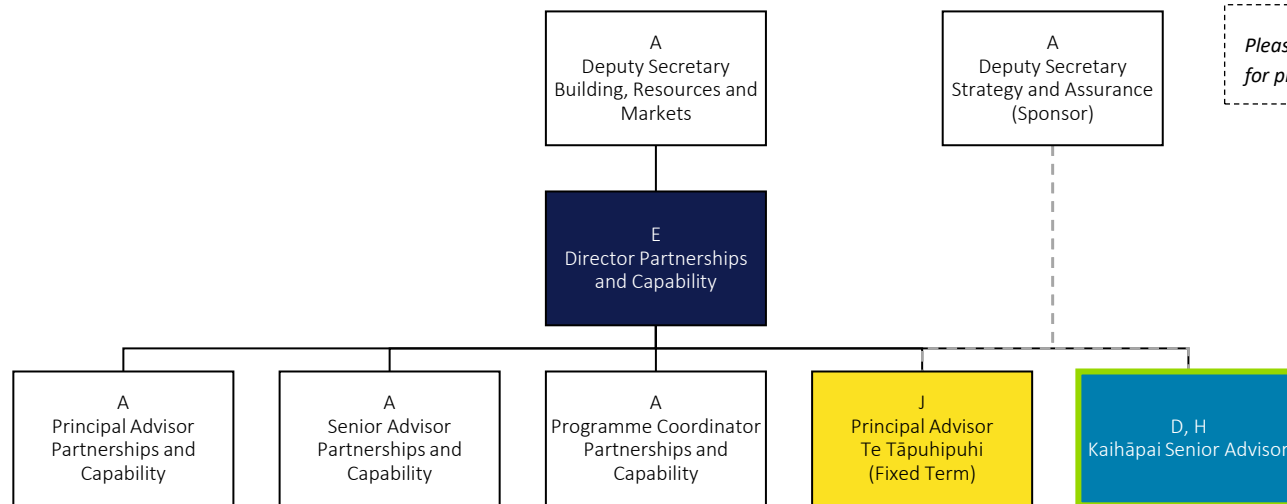


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Confirmed organisational chart – Kaihāpai Senior Advisors

KEY

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C	Scope change with direct reassignment	I	Position title and branch/unit change
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F	Minor scope and reporting line change	L	Contestable reassignment



Please refer to Proposal 1 CDSS Leadership Team org chart for placement of the second Kaihāpai Senior Advisor

Proposal 4 – Chief Technology and Security Officer

Summary of changes proposed

The proposed changes emphasised the importance of technology as a key enabler for productivity, transforming work, services, and adding value for customers. To meet these opportunities and expectations, it was proposed to integrate Cyber, Technology and Architecture, Digital Solution Delivery, and Partnerships and Programmes branches into one centre of expertise.

A new Chief Technology and Security Officer position was proposed to be established to lead this branch, with accountability for an integrated IT, security strategy, design, and build functions. This consolidation aims to streamline technology and security service delivery, making the organisation more efficient and responsive to customer needs while reducing the risk of work escaping architectural oversight.

Additionally, a dedicated Delivery and PMO unit would be established, reporting to the Chief Technology and Security Officer. Clear accountability for design and build functions will help confirm the role of digital services and operations for the run and maintain aspects of services. The new structure is necessary to accelerate the long-term plan and integrate approaches from the outset, ensuring alignment throughout the design, build, running, and maintenance phases.

This branch will play a pivotal role in enabling MBIE to develop digital infrastructure at pace, increasing adaptability and ensuring system safety and responsiveness to threats. The proposal also focuses on building delivery maturity, simplifying processes and approvals related to new technology, and leading in the development of MBIE's strategy and approach to AI, ensuring the organisation remains at the forefront of technological advancements.

Your feedback on Proposal 4

The following table summarises feedback we received about the Strategy, Technology and Security branch:

Feedback themes	Response
Centralised Delivery Function <ul style="list-style-type: none"> There was general support for the centralisation of delivery functions to improve governance, financial visibility and reduce duplication. Concerns were raised about the proposed model being inequitable for the people currently in Partnerships & Programmes and Digital Solutions Delivery branches, where delivery would be the only area lowering tiers, while similar teams (Cyber/Architecture) would remain unchanged. It was suggested that we consider moving project-related roles from Digital Operations in Data Strategy and Knowledge into a centralised delivery function. 	<ul style="list-style-type: none"> All feedback in this section has been noted. The structure of delivery teams was revised as part of the re-consultation proposal (see Proposal 4A). Recognising there are further areas for integration that could be considered over time, these areas are out of scope for the current proposal so that momentum can be sustained with Te Mātahi and related work programmes.
Chief Technology and Security Officer <ul style="list-style-type: none"> Concerns were raised about merging the CTO and CISO roles, as it could undermine the independence of the assurance function. The assurance function needs to be free from undue influence and able to voice its findings at the SLT level. Design and build should not be conflicted with independent assurance. Further concerns were raised for disestablishing the Chief Technology Officer and Chief Information Officer roles, suggesting that both roles are essential and should be retained. The CTSO role encompasses diverse functions, including Technology Strategy, Architecture (professional services and governance standards), Cyber Security (assurance, and advisory & operations), and Delivery/PMO. Concerns were raised about 	<ul style="list-style-type: none"> Most feedback in this section has been responded to as part of the re-consultation on this proposal (see Proposal 4A), including positioning of Cyber Security functions. The CTSO will be responsible for the development of our strategic direction across technology for the next 3-5 years. It is essential that strategy, architecture, and security are integrated to establish this direction at pace, with particular focus on maximising AI. Bringing the functions together with our customer-facing delivery functions means that we can design-in security and customer needs from the start and take an integrated approach to finding solutions.

Feedback themes		Response
	<p>the prioritisation of these very different functional areas, as their objectives may not always align.</p> <ul style="list-style-type: none"> It was commented that General Manager leadership for run and maintain functions; relative to Head of leadership for design and build functions would create an imbalance. The consolidation of four General Manager roles into one may lead to span of control challenges, and dilute functional representation at the leadership table. It was suggested that existing Heads of functions should report directly to the CTSO. It was suggested that the CTSO role should be open for external recruitment to ensure best fit for the role. 	<ul style="list-style-type: none"> Clear accountabilities and responsibilities will be defined for both functions and once the initial plan, design and build phases are complete for new initiatives, there is a handover for run and maintain. The reporting lines for existing Heads of functions was revised as part of the re-consultation proposal (see Proposal 4A). Noted.
Cyber Security	<ul style="list-style-type: none"> There was a concern that the consolidation of Cyber Security functions under the CTSO (as opposed to being a standalone branch with Tier 3 representation) may dilute the focus on cyber security due to broader technology responsibilities. It was suggested that Cyber Security Advisory and Operations would align more with the run and maintain functions of the Digital Services and Operations branch, than the design and build functions of this branch. 	<ul style="list-style-type: none"> The structure of Cyber Security teams was revised as part of the re-consultation proposal (see Proposal 4A).
Delivery and Portfolio Management Office (PMO)	<ul style="list-style-type: none"> The proposed Head of Delivery and PMO role was seen to be too large and diverse, with teams of varying sizes and responsibilities. Combining the PMO and Delivery functions at the Head level was seen to diminish the significance of both areas and devalue engagement with customers through its position down the structure. The PMO assesses delivery, while the Delivery function ensures it. It was suggested that we maintain the Head of PMO role, reporting to the CTSO, to ensure balanced leadership. 	<ul style="list-style-type: none"> The structure of the Delivery and PMO team was revised as part of the re-consultation proposal (see Proposal 4A). It is a common and tested model to integrate Delivery and PMO functions together as a means of setting and monitoring standards and building capability across the function to meet those standards. This is the intended outcome of the proposal and will be an immediate goal for these areas.

Feedback themes	Response
<ul style="list-style-type: none"> Concerns were raised about positioning the Delivery function under a technical branch, as it may shift the perception of projects towards being technology-driven rather than business-led. It was suggested that Manager positions be established to report to the Head of Delivery and PMO and reduce its span of control: with Functional Consulting, Quality Assurance and Testing, and Business Analysis teams reporting to one Manager; and Project Planning and Business Performance, and PMO teams reporting to another Manager. It was suggested that the PMO was re-named to EPMO to strengthen its mandate and ensure there is a clear separation of roles and responsibilities between investment planning and business-led PMO functions, such as those in Te Whakatairanga and Regional Development and Commercial Services. It was suggested that the ADEPT Support team could better align with the run and maintain functions of the Digital Services and Operations branch. Some suggested that Technical Writers in the team could move into INZ. Others thought the team should report to the Portfolio Manager Digital & Programmes – INZ. 	<ul style="list-style-type: none"> Shifting our focus to customers and outcomes is step-change for our design and build practices and operating model, and that needs to be achieved. My intention is to ensure our structure best supports us to enable this change. Re-positioning the function as an EPMO was part of the re-consultation proposal (see Proposal 4A). As feedback suggests, the team needs to signal an enterprise-wide remit and responsibility for the standards, capabilities and reporting needed to align practices across MBIE and address any inconsistencies.
Architecture <ul style="list-style-type: none"> While there was support for architecture to <i>simplify, industrialise, and enable strategy</i> through the function, there were concerns about the potential for architecture decisions to be made without proper enterprise-wide needs analysis and consultation, which could lead to sub-optimal solutions for customers. There was confusion regarding architecture and data decision rights within CDSS. Data cannot be separated from architecture; and there is a need for clear roles and responsibilities. 	<ul style="list-style-type: none"> The CTSO role will be accountable for ensuring we have a joined-up approach between IT strategy, architecture, security, and delivery functions. We need to work collectively to develop and agree on solutions for our customers, which will including fostering an environment and processes that enable healthy debate and decision making. If decisions cannot be agreed, then normal escalation paths will continue to exist.

Feedback themes		Response
	<ul style="list-style-type: none"> It was suggested that the data architecture function from Data Strategy and Knowledge should move into this branch, for better alignment, to clarify roles and responsibilities, and support simplification and industrialisation principles. Feedback indicated that there is a missing architecture/technical lead delivery function in the delivery portfolio, separated from the Architecture Professional Services team. A separate architecture/technical lead delivery function is needed to ensure clear responsibilities and accountability for project delivery. 	<ul style="list-style-type: none"> Recognising there are further areas for integration that could be considered over time, these areas are out of scope for the current proposal so that momentum can be sustained with Te Mātahi and related work programmes. Noted.
Functional Consulting	<ul style="list-style-type: none"> It was suggested that Tier 7 employees were an oversight in this proposal, and that we should consider functional consulting structure as part of the change. 	<ul style="list-style-type: none"> Noted, however the focus of this change remains to be about alignments at a functional level, rather than at a team level, and therefore this feedback is out of scope for the current proposal.

Proposal 4A – Chief Technology and Security Officer

Based on your feedback and having further considered the structure of this branch, an updated proposal was shared for re-consultation, which continued with the original intent to establish a new Chief Technology and Security Officer position, and proposed simplify the branch leadership team to ensure there is balanced representation for architecture, cyber, our customers, and projects.

The re-consultation covered two key areas:

1. Bringing together Technology, Strategy, Architecture, Cyber, and a new AI function under a Head of Technology, Strategy and Architecture position. This would include moving some Cyber capability to the Digital Services and Operations branch based on their alignment to run and maintain functions. This would result in the following changes:
 - The **Chief Technology Officer** and **Chief Information Security Officer** and **Personal Assistant/Team Administrator (Cyber Security)** would be disestablished as originally proposed.
 - A new **Head of Technology, Strategy and Architecture** position would be established to be filled via an expression of interest process.
 - The **Head of Technology Strategy**, **Head of Architecture Professional Services**, **Head of Architecture Governance Standards**, and **Head of Cyber Security Assurance** would have a change of position title and a change of reporting line to the Head of Technology, Strategy and Architecture
 - The **Head of Cyber Security Advisory and Operations** team would have a position title change and change of reporting line to the General Manager Digital Services and Operations, recognising that the capability of this team aligns more closely run and maintain functions.
2. Positioning the Heads of Digital and Programmes in the branch leadership team to ensure the customer voice is clearly represented. This would result in the following changes:
 - A fixed-term **Artificial Intelligence Lead** position would be established for up to two years, to create a clear point of accountability for MBIE's longer-term strategic approach to how AI is utilised and managed.
 - The **Head of Digital and Programmes INZ** and the **Head of Digital and Programmes TWSD** would have a change of reporting line to the Chief Technology and Security Officer.
 - Given the reduced scope of the Corporate and Policy portfolio, this team would be integrated within the Te Whakatairanga Service Delivery portfolio. **The Head of Digital and Programmes Corporate and Policy** would have a position title change and change of reporting line to the Head of Digital and Programmes TWSD – which would have a change in scope and position title as a result.
 - Roles in the ADEPT Support team would be realigned based on whether they support design and build; or run and maintain activities. Two **Technical Writers** and the **Senior BI Developer** which support the ADEPT delivery programme would have a change in reporting line to the Portfolio Delivery Manager within Digital and Programmes INZ, to strengthen existing relationships and consolidate delivery workflows.
 - Two **Senior Business Analysts** and the **Business Application Analyst** which provide BAU operational support for ADEPT would be realigned to Digital Services and Operations branch, to further centralise run and maintain activities. This would enable greater operational support for INZ, and address risks related to single points of capability/critical relationships. The **Manager ADEPT Support** would have a scope change

with direct reassignment into a Team Leader ADEPT Support position, reporting to the Manager INZ Systems in this branch.

3. Establishing a new position to lead the PMO, governance, and technology resourcing across the group to enable projects, with an enhanced focus on providing assurance to project delivery and realisation of benefits. This would result in the following changes:
 - The **General Manager Partnerships and Programmes** and **General Manager Digital Solutions Delivery** would be disestablished as originally proposed.
 - A new **Head of Enterprise PMO** position would be established to be filled via an expression of interest process.
 - The **Manager Functional Consulting, Manager Quality Assurance and Testing, Manager Business Analysis, Business Manager**, and **Personal Assistant/Team Administrator** would have a change in reporting line to the Head of Enterprise PMO.
 - The **Head of Portfolio Management Office** and **Head of Project Planning and Business Performance** would have a change in position title and a change in reporting line to the Head of Enterprise PMO.

Your feedback on for Proposal 4A – Chief Technology and Security Officer

The following table summarises feedback we received on the updated proposal for the Strategy, Technology and Security branch:

Feedback themes	Response
Technology, Strategy and Architecture Leadership Team <ul style="list-style-type: none"> • Bringing together the cyber, technology, architecture, delivery and customer facing functions was viewed as positive, provided the teams work collaboratively together. • There was some support for the establishment of a Head of Technology, Strategy and Architecture citing that dedicated leadership and alignment of architecture and cyber security assurance functions will achieve better results for MBIE than the original proposal. • Concerns were raised regarding the Strategy, Technology and Security leadership team which was viewed to be delivery focused and lacking in Cyber representation. • The new Head of Technology Strategy and Architecture position description was seen to be heavily technology and architecture focused and to oversimplify Cyber Security Assurance functions, potentially diminishing its effectiveness. • The NZISM warns that combining the function of the Chief Information and Security Officer with another role can create conflicts of interest. The previous proposed structure for the Technology, Strategy and Architecture branch was a better enabler of appropriate governance, assurance and management of conflicts. • Some questioned the need for the Head of Technology, Strategy and Architecture, with the potential to overlap operational work. Clarification on its leadership role was requested. 	<ul style="list-style-type: none"> • In considering this feedback and recognising the need to balance strategy, design, security, customer, and delivery representation across the leadership team, I have made the decision not to establish the Head of Technology, Strategy and Architecture role. Teams previously proposed to report to this role will now report directly to the Chief Technology and Security Officer. • Noted – this reporting structure is common in other organisations. The combination of our governance structures and sign-off processes in place will ensure we appropriately mitigate the types of risks highlighted.

Feedback themes		Response
Artificial Intelligence Lead	<ul style="list-style-type: none"> There was support for the establishment of the Artificial Intelligence (AI) Lead, that will provide assurance to wider MBIE and stakeholders and demonstrate that CDSS is committed to maximising opportunity and ensuring safe adoption of AI. It was commented that position description lacks AI specific competencies and suggested that this role should be a Tier 3 or 4 to position it visibly as a strategic position with influence. 	<ul style="list-style-type: none"> A fixed-term Artificial Intelligence Practice Lead position will be established for up to two years, reporting directly to the Chief Technology and Security Officer. This recognises feedback about the need for the role to be positioned in a more senior capacity and will ensure it works across the CTSO leadership team to design-in AI across all enabling functions.
Cyber Security function	<ul style="list-style-type: none"> There was seen to be misalignment in reporting lines for the Cyber Security Advisory and Operations and Cyber Security Assurance teams, at Tier 4 and 5 respectively. This was seen to minimise the Cyber Assurance function and would likely impact its ability to influence, without being able to represent a cyber perspective at the leadership table. It was suggested that the team should report directly to the CTSO, enabling it to function as an independent voice which is crucial for providing advice and recommendations for technology risks at MBIE. Changing the Head of Cyber Security Advisory and Operations title to <i>Manager</i> was perceived as diminishing the function. The role is seen to have an extensive remit, and the title supports stakeholder management and representation activities across Government. It was recommended that the role should retain its title to accurately reflect its responsibilities and influence. 	<ul style="list-style-type: none"> As part of the decision not to proceed with establishing the Head of Technology, Strategy and Architecture role, the Head of Cyber Security Assurance will now report directly to the Chief Technology and Security Officer. Based on feedback around position titles and to ensure there is consistency across our group, all Tier 4 positions leading a function will have a position title change to <i>Head of</i>.
Cyber Security Advisory and Operations team	<ul style="list-style-type: none"> There was varied feedback on the proposed movement of Cyber Security Advisory and Operations to Digital Services and Operations branch. Some thought the structure aligned well with the IT lifecycle by effectively integrating delivery and operating functions. 	<ul style="list-style-type: none"> The Head of Cyber Security Advisory and Operations will report to the General Manager Digital Services and Operations, with a position title change to Head of Cyber Operations to reflect the focus of the team.

Feedback themes		Response
	<ul style="list-style-type: none"> Others viewed the separation of the Cyber Security functions to be at odds with and intended remit of the CTSO role. While there are operational synergies, it was raised that the function also plays a strategic role and that the move would risk reducing the effectiveness of both functions. There was suggestion to bring all Cyber roles under the CTSO to ensure strategic alignment across all functions, provide a single-point accountability, and enable timely resolution of issues. It was suggested that the Principal Security Architects in the Cyber Security Advisory and Operations team should be moved to architecture, as they would be better placed alongside the Domain Architects. Having the Principal Security Architects outside of Architecture could create confusion and misalign practices and standards over time. Further, Principal Architects were seen to be integral to how the Cyber Security Assurance team operates. 	<ul style="list-style-type: none"> Final decisions about the positioning of the Cyber Operations team have been driven by best alignment to design and build; or run and maintain functions. It was determined that run and maintain is a better functional fit for the team. It's expected that the team will remain connected to Cyber Assurance and continue to play a strategic role to sustain momentum. The Cyber Operations team will remain intact to sustain momentum with the work programme and support transition into the Digital Services and Operations branch. There is further work to do on the operating model for this branch as an integrated run and maintain function, which may include considering the positioning of the Principal Security Architect role.
Cyber Security Assurance team	<ul style="list-style-type: none"> Having the Head of Cyber Security Assurance report to the Head of Technology, Strategy was seen to create a conflict when advising on security risks, while trying to build a roadmap for business applications. The original proposal was viewed as better from a cyber security assurance standpoint. MBIE's Risk Management Framework requires Tier 3 sign-off for medium cyber risks. Distance from delegated authority risks minimising risk management decisions or outcomes. It was suggested that Cyber Security Architects should change position title to Cyber Security Assurance Advisor to more accurately reflects the nature of the position. 	<ul style="list-style-type: none"> As mentioned in earlier sections, the Head of Cyber Security Assurance will now report directly to the Chief Technology and Security Officer. Our delegation's framework, governance framework and sign-off processes are in place to mitigate risk and conflicts of interests. Distance from delegated authority does not lessen our obligations to adhere to our processes and procedures. Noted. Position titles for the Cyber Assurance team will need to be reviewed and addressed as a BAU process.

Feedback themes		Response
	<ul style="list-style-type: none"> Cyber Security Assurance relies on the PA/Team Administrator role for appointments, financial administration, and vendor management. It was recommended that the role is retained. 	<ul style="list-style-type: none"> In response to this feedback, the PA/Team Administrator position in the Cyber Security team will be retained, reporting to the Head of Cyber Security Assurance.
Architecture	<ul style="list-style-type: none"> Bringing together architecture functions was commended, however there was seen to be a disconnect in the distribution of architectural responsibilities. The structure lacks balance between delivery and strategy and moves the Heads of Architecture positions down a tier causing an imbalance of leadership within the Strategy, Technology and Security branch. It was suggested that the Heads of Architecture roles stay positioned in the branch leadership team as per the original consultation proposal to ensure the right balance of perspectives and to maintain a strategic focus. It was suggested that Cyber Security Assurance moves under the Head of Architecture Governance and Standards due to its reliance on architecture design documents and governance framework. This collaboration could also lead to efficiencies and cost savings and drive positive outcomes for MBIE. Conversely, the Security Architect positions could move to Digital Services and Operations branch. 	<ul style="list-style-type: none"> As part of the decision not to proceed with establishing the Head of Technology, Strategy and Architecture role, all Heads of Architecture positions will now report directly to the Chief Technology and Security Officer. Both Cyber Security Assurance and Cyber Security Advisory and Operations teams will remain intact to sustain momentum with their work programmes and support transition into our new structures. There is further work to do on the operating model for this branch, which is a necessary step prior to making further changes to positions and functions within these teams.
Digital and Programmes	<ul style="list-style-type: none"> The Corporate and Policy portfolio encompasses numerous stakeholders beyond CDSS, necessitating significant time investment to serve as a trusted advisor and partner concerning all ICT-related matters. Should the scope of this role be repositioned to a Portfolio Manager, the responsibilities and activities should be re-assessed. Feedback cited the TWSD portfolio is largely self-sufficient, resulting in less delivery support demand, while the Corporate 	<ul style="list-style-type: none"> Agree. Having considered alternate structures proposed and in response to feedback, the Corporate and Policy portfolio will be retained as-is, reporting directly to the Chief Technology and Security Officer.

Feedback themes		Response
	<p>and Policy portfolio is significantly larger. Therefore, combining these portfolios makes sense. Others commented that merging these two portfolios may disrupt the balance of the current three-portfolio model which functions effectively. Furthermore, combining the TWSD and Corporate and Policy portfolios doubles the responsibilities of this role, making it inconsistent with the INZ portfolio.</p> <ul style="list-style-type: none"> • As both Heads of have experience across the portfolios, a contestable process was suggested to ensure best fit and promote transparency. • Clarification was requested regarding the new Portfolio Manager role and whether this position sits at the same level, maintaining parity with the existing managers reporting to the Heads of positions. • Additionally, it was suggested that we consider reducing the TWSD Portfolio Delivery Manager positions from three to two. • It was suggested that all INZ-related responsibilities should be consolidated under the Head of Digital and Programmes INZ to enhance accountability and improve customer responsiveness. 	
ADEPT	<ul style="list-style-type: none"> • There was mixed feedback for the proposed ADEPT structure. While some supported alignment based on design and build; run and maintain functions, others raised concern that separating the team would inhibit synergy, compromise communication, increase coordination overhead, and diminish the high-quality services currently provided to both BAU and project stakeholders. • The transfer to the Manager INZ Systems was queried, as the ADEPT Support team has no existing relationships with this role. 	<ul style="list-style-type: none"> • Noted. • While this feedback has been considered, reporting to the INZ Systems team centralises the maintenance for core INZ systems into one area.

Feedback themes	Response
<ul style="list-style-type: none"> • The change in position title from Manager to Team Leader was seen to reduce strategic alignment and downgrade scope, accountability and influence potentially destabilising the team. • It was suggested that the ADEPT Support team report to the Head of Digital & Programmes - INZ given that the run, maintain, and change budget categories are managed by the Portfolio Delivery Manager. • It was suggested that the ADEPT Support team remains together under a single manager, to retain its hybrid alignment to both BAU and Delivery functions. The team have undergone three change proposals in the last 18 months and further change risks morale, operational stability, and retention. • There was some support for aligning the Technical Writer position with the Portfolio Delivery Manager to maintain greater alignment with the ADPEPT delivery team and the OFS functionality that the Technical Writer will be required to translate into training material. The capacity of the Portfolio Delivery Manager role should be evaluated to determine its ability to provide support for additional direct reports. • Some disagreed with this reporting structure and suggested to align the Technical Writer roles with the SOPs team in INZ for centralized knowledge management. • There were concerns regarding the Senior BI Developer position, and that splitting this role from the rest of the team may impact the delivery to INZ users and leaves no effective backup or cover. • It was suggested that the ADEPT Support team name is changed to ADEPT Enablement or ADEPT Operations. 	<ul style="list-style-type: none"> • The title of the role will be Adept Support Manager, acknowledging there is a difference in title, the accountability held by the role will not change, nor will its relationships or influence. • While alternate proposals on the positioning of the team have been considered, it was determined that alignment based on design and build; run and maintain functions remains to be the best positioning for the ADEPT Support team. The structure is confirmed as proposed and following feedback on the team and position name, the Manager ADEPT Support will have a position title change to ADEPT Operations Manager, reporting to the Manager INZ Systems.

Feedback themes	Response
<p>Enterprise Portfolio Management Office</p> <ul style="list-style-type: none"> • There was disagreement for feedback provided on the initial proposal that the span of functions for the new Head of Delivery and PMO was too large. It was commented that the original proposal offered opportunities for enhancing investment planning and project pipeline development along with strengthening project management/coordination/change capability which are lost in the amended proposal. • Some saw the revised proposal as lacking in clarity and cohesion, separating PMO and project planning from project management – creating a disconnect. The Head of Enterprise PMO role was seen as unclear strategically and operationally. • It was raised that the Head of Enterprise PMO would need to have project delivery or PMO experience to ensure appropriate focus and guidance. • It was commented that placing the Portfolio Management Office within the delivery function dilutes the importance of the function across MBIE. • It was suggested that the Enterprise PMO should sit within ESRT branch to centralise planning, investment, assurance and reduce duplication. Similarly, Capability Manager positions should align with Heads of Delivery or Portfolio Delivery Managers for better project support. • There was a suggestion to establish an independent Enterprise Portfolio Management Office reporting to the CTSO to provide independence from delivery functions and for a robust governance and delivery approach. • It was raised that duplication between the Head of PMO and the Head of Digital and Programmes that should be reviewed. 	<ul style="list-style-type: none"> • The purpose of the EMPO is to provide the standards, guidelines, reporting framework, planning, resourcing and maintains capabilities for all project delivery across MBIE. • The function has a key role to play in ensuring that capability is sourced for the successful delivery and execution of projects and initiatives as needed by the business. • The EPMO also has a key governance role to play on conjunction with DGB to ensure that programme and project delivery is to plan and within acceptable tolerances. This also includes the tracking and monitoring of benefit delivery. • This was considered however it was felt that there was better alignment to remain within CDSS, especially given the desire to align standards, delivery and capability. • To ensure and maintain standards and lift capability, the Capability Leads will remain as part of the EPMO structure. • With appropriate standards, reporting and capability in place in conjunction with DCB, there is no need to have a PMO report independently to the CTSO.

Feedback themes	Response
<ul style="list-style-type: none"> • The addition of Business Manager and PA/Team Administrator under the Enterprise PMO may duplicate functions already under the Manager Project Planning and Business Performance. It was suggested to consider streamlining these support roles to avoid duplication and ensure resource efficiency. • The Head of Enterprise PMO does not reflect the wider team's functions and implies PMO oversight. It was suggested to consider renaming this position to: <ul style="list-style-type: none"> ○ Head of Enterprise PMO and Professional Services ○ Head of Enterprise PMO and Project Support ○ Head of Enterprise PMO and Project Enablement 	<ul style="list-style-type: none"> • Having further considered executive support functions, the Business Manager will report to the CTSO to provide support across the branch. A PA/Team Administrator will continue to report to the Enterprise PMO to provide support across teams.
EOI process <ul style="list-style-type: none"> • It was commented that there are already capable employees within the organisation for the Chief Technology and Security Officer position, therefore an internal recruitment process was deemed sufficient. • Questions were raised regarding the proposed EOI process: <ul style="list-style-type: none"> ○ Who is eligible to apply for the new or revised roles? ○ Will existing role holders be expected to reapply for their positions? ○ How will applications be assessed in cases where existing roles are being merged, split, or renamed? 	<ul style="list-style-type: none"> • While the recruitment process for the Chief Technology and Security Officer position will be run internally and externally, affected people will be considered for the role first. • People whose roles have been disestablished by the change are the only people eligible to apply for the new roles in the EOI process. • People whose roles have been disestablished may choose not to apply for any of the new roles. • Interviews will be held for all new roles in the EOI process. There is no requirement to provide a CV or cover letter.

Confirmed changes

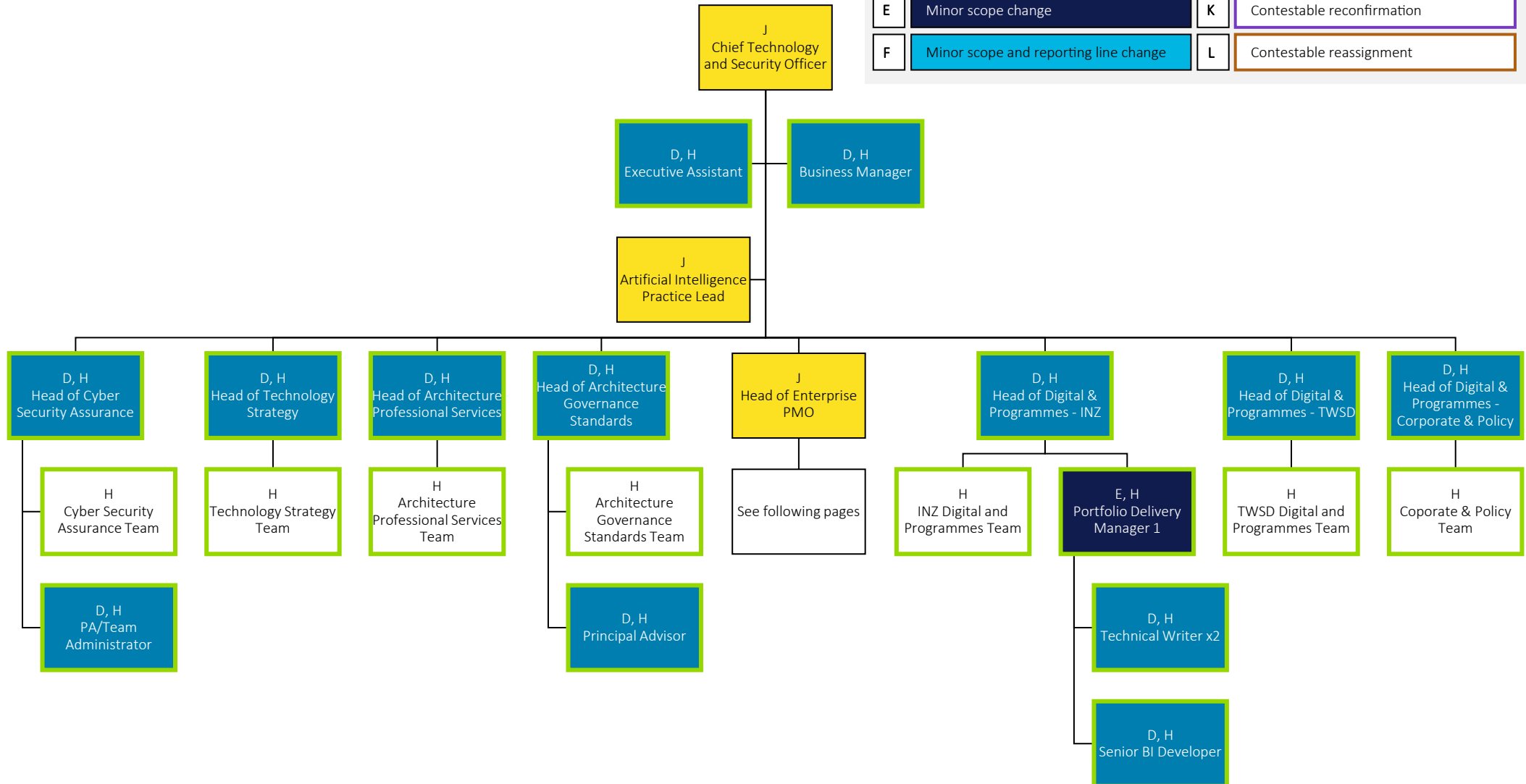
After careful consideration of the feedback received, the final decisions relating to Proposal 4A are:

- Establish a new **Chief Technology and Security Officer** open for recruitment both internally and externally. The following positions will have a reporting line change to the Chief Technology and Security Officer, with a change in branch for the wider team:
 - **Head of Cyber Security Assurance**
 - **Head of Technology Strategy**
 - **Head of Architecture Professional Services**
 - **Head of Architecture Governance Standards**
 - **Head of Digital & Programmes – INZ**
 - **Head of Digital & Programmes – Te Whakatairanga**
 - **Head of Digital & Programmes – Corporate & Policy**
 - **Executive Assistant** (Partnerships & Programmes)
 - **Business Manager** (Digital Solution Delivery)
- Establish a fixed-term **Artificial Intelligence Practice Lead** position for up to two years, reporting to the Chief Technology and Security Officer.
- Change in reporting line for the **Personal Assistant/Team Administrator** (Cyber Security) to the Head of Cyber Security Assurance.
- Change in reporting line for the **Principal Advisor** (Technology & Architecture) to the Head of Architecture Governance and Standards.
- Change in reporting line for two **Technical Writers** and a **Senior BI Developer** to the Portfolio Delivery Manager 1 in Digital & Programmes – INZ.
- Establish a new **Head of Enterprise PMO** position, reporting to the Chief Technology and Security Officer. The following positions will have a reporting line change to the Head of Enterprise PMO, with a change in unit for the wider team:
 - **Personal Assistant/Team Administrator** (PRA and DSD)
 - **Manager Functional Consulting**
 - **Manager Quality Assurance and Testing**
 - **Manager Business Analysis**
- Change in position title for the **Principal Advisor to the General Manager** (Partnerships & Programmes) to Principal Advisor, and change in reporting line to the Head of Enterprise PMO.
- Change in position title for the **Head of Portfolio Management Office** to Manager Portfolio Management Office, and change in reporting line to the Head of Enterprise PMO.
- Change in position title for the **Head of Project Planning and Business Performance** to Manager Project Planning and Business Performance, and change in reporting line to the Head of Enterprise PMO.

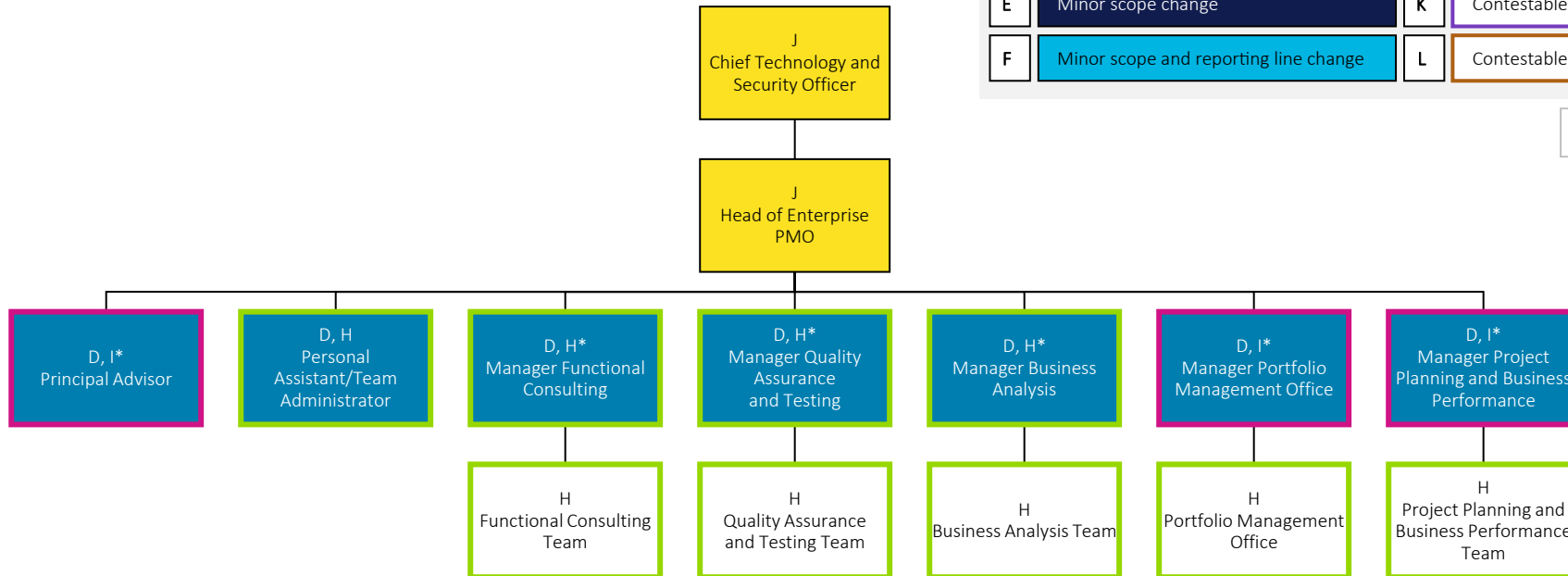
Confirmed organisational chart – Strategy, Technology and Security

KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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



Confirmed organisational chart – Enterprise PMO



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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

** Includes change in tier*

Proposal 5 – Digital Services and Operations

Summary of changes proposed

Proposed changes for this area aim to bring together capabilities to run and maintain digital services into one branch, including Corporate Systems functions. This integration aims to streamline work within each branch and strengthen the interface between branches, enhancing the view of end-to-end digital services and operations.

As an integrated branch, Digital Services and Operations will increase system stability, productivity, and customer experience by modernising and aligning digital services. The branch will continuously evolve and optimise MBIE assets and environments, addressing duplication and ensuring sustainable, cost-efficient, and scalable digital services.

Bringing specialised expertise and resources together will enhance coordination and communication among teams leading to quicker identification of system risks, resolution of issues, and proactive management of system performance.

Your feedback on Proposal 5

The following table summarises feedback we received about the Digital Services and Operations branch:

Feedback themes		Response
Functional duplication	<ul style="list-style-type: none"> There were concerns raised about the duplication of operations areas and suggestions about where teams could be consolidated to improve efficiency. It was suggested all operations functions – Security, Data, and Digital – should be centralised in the Digital Services and Operations branch to streamline processes, improve efficiencies, and ensure clear change processes. It was suggested that as part of consolidating operations areas, the Head of Cyber Security Advisory and Operations should be renamed to Head of Cyber Operations/Head of Cyber Security Operations to better reflect the focus of the team. There were concerns raised about duplication of project delivery roles, with the retention of Value Stream Leads in the Digital Services and Operations branch. This feedback suggested that the Value Stream leads function similarly to Project Managers and should align to the Enterprise PMO. Similarly, feedback suggested that the Enterprise Planning and Capability team as a whole could realign to the Enterprise PMO. Feedback also questioned why the Manager Asset and Supplier Management team was not proposed to move to the NZ Government Procurement branch, similar to the integration of leasing and projects with Government Property. 	<ul style="list-style-type: none"> Recognising this feedback, the Head of Cyber Security Advisory and Operations and team will move to the Digital Services and Operations branch, renamed as the Cyber Operations team. Data teams remain out of scope for these change decisions, recognising that further consideration may be given to aligning data operations to the Digital Services and Operations branch in future. Feedback on the positioning of Value Stream Leads and Enterprise Planning and Capability team overall have been considered. While there is functional similarity between these areas and the Enterprise PMO, and our change objectives are focused towards bringing together like-functions, a core principle for this change is to sustain momentum. At this point in time, given the work and priorities managed by the Enterprise Planning and Capability team, it has been determined that it would be best to remain in the Digital Services and Operations branch. Further alignment of delivery-focused functions may be considered in future, once ways of working in both the Technology and Security and Digital Services and Operations branches are further established.
INZ Systems	<ul style="list-style-type: none"> Feedback suggested centralising all INZ system maintenance activities under the Digital Services and Operations branch. This idea was largely supported. 	<ul style="list-style-type: none"> Recognising this feedback, some capability from the ADEPT Support team will be realigned to the INZ Systems team in the Digital Services and

Feedback themes		Response
	<ul style="list-style-type: none"> Currently, some work is managed by Digital Operations and the rest is managed by the INZ Digital and Programmes team, causing inefficiencies and confusion for vendors. Consolidating these activities under one branch was expected to streamline INZ systems and improve efficiency, accountability, risk management, service delivery, and strategic alignment. 	<p>Operations branch. ADEPT Support roles focused on design and build activities will remain in the INZ Digital and Programmes team.</p> <ul style="list-style-type: none"> This decision centralises maintenance for core INZ systems into the Digital Services and Operations branch.
Corporate Systems	<ul style="list-style-type: none"> There was mixed feedback on the placement of Corporate Systems, with some supporting the move to Digital Services and Operations and others suggesting alternative alignments. <p>Feedback in support</p> <ul style="list-style-type: none"> Feedback in support saw benefit in aligning the capabilities needed to run and maintain digital services into one branch. It was suggested that the Corporate Systems should move under the Manager Service Operations, and that the Corporate Systems Support team should be positioned as a shared resource across the Service Operations team. Resource gaps within the Corporate Systems team were raised, with a suggestion that Senior Business Analyst positions are established to ensure efficient delivery of maintain activities. <p>Feedback not in support</p> <ul style="list-style-type: none"> There were suggestions about realigning the systems currently managed by the Corporate Systems team to their respective functions i.e. the P&C system within the People & Culture branch, and the FMIS system (along with reporting and analytical functions) within the Finance & Performance branch. These suggestions were based on concern that P&C and FMIS systems could become disconnected from their core business 	<ul style="list-style-type: none"> The proposal to align Corporate Systems teams to the Digital Services and Operations branch was for the benefit of P&C and FMIS systems to ensure they meet business need, by enabling the team to leverage from a larger pool of systems expertise. However, your feedback has prompted reconsideration of where these systems are positioned, based on current business need. There is a need to more closely align FMIS priorities with the Finance & Performance branch to support data quality, standards and structure. On this basis and connected to the decision to establish a concentrated Financial Control function within Finance & Performance, the FMIS Delivery team and Corporate Systems Support team will be realigned to this branch. The Head of Corporate Systems will have a position title change to Manager Financial Systems and lead this team. The P&C Systems team, which covers a larger breadth of systems spanning a variety of stakeholders and subject expertise, will be realigned to the Digital Services and Operations. This decision is based on confidence that the P&C Systems team will retain close working relationships with its stakeholders and would see greater benefit from being positioned in a centre of systems expertise to provide enhanced support across all its portfolio. While suggestions regarding additional resourcing have been considered, no further roles will be established at this point, given that systems will be positioned within larger teams with a variety of expertise to leverage.

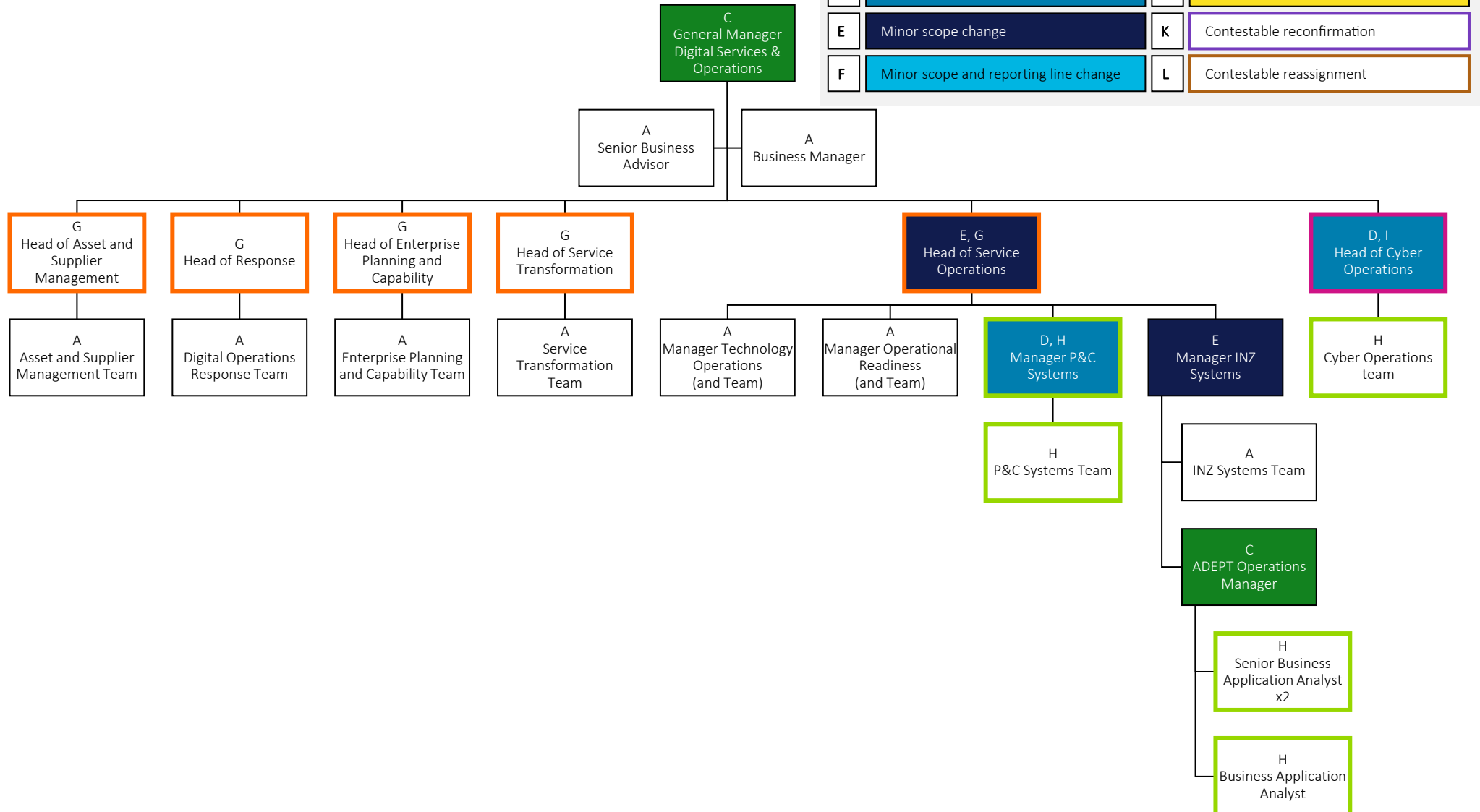
Feedback themes		Response
	<p>and customer needs and emphasised the need for systems teams to be positioned close to subject experts.</p> <ul style="list-style-type: none"> • It was anticipated that aligning P&C and FMIS systems to these respective branches would maintain (or improve) required levels of support and timeliness, as well as promote greater understanding of payroll and finance issues. • If not integrated within People & Culture, it was suggested that some tasks currently managed by the P&C systems team should be realigned to other People & Culture teams because they fall outside of run and maintain activities, and there was concern that these tasks would become lesser priority. 	
Artificial Intelligence	<ul style="list-style-type: none"> • Feedback recommended establishing a stable team in Digital Services and Operations for the lifecycle management of AI. This team, the AI Centre of Excellence, would be governed by an MBIE AI Council and ensure compliance with government standards, safe and secure use of AI, and efficient use of available funding. The team would also provide guidance, training, and support for AI adoption across the enterprise. • The feedback emphasises the importance of having the right people and skills in place for AI adoption. Key roles identified include Product Owner, Copilot Owner, Privacy Specialist, Champions, Trainers, and Security Specialists. These roles are seen as crucial for the successful implementation and management of AI technologies across MBIE. 	<ul style="list-style-type: none"> • Your feedback made clear how much opportunity you see in AI for MBIE, and ensuring we utilise these opportunities as best as possible. Decisions about what AI capability we need, and where it should be placed in the group, have been driven by the same thinking. • The initial design, development and incubation of MBIE's AI approach will be led by the Strategy, Technology and Cyber team – in collaboration with relevant stakeholders and experts. We need to ensure that our approach to the design and build of technology leverages AI where possible and continues to carefully balance cyber security. Once a clearer approach and roadmap are formed, we'll be better positioned to determine what supporting capability may be needed in other branches and groups – including governance, support, and training. • Establishing a fixed-term Artificial Intelligence Lead position reflects that we expect our organisational needs to change over time. At this stage, no further resourcing will be established.

Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 5 are:

- Change of position title and minor scope change for the **General Manager Digital Operations** to General Manager Digital Services and Operations.
- Change of branch name for **Digital Operations** to Digital Services and Operations.
- Change of position title for the **Head of Cyber Security Advisory** and Operations to Head of Cyber Operations and a change of reporting line to the General Manager Digital Services and Operations, with a change in branch for the wider team.
- Outlined in decisions related to Proposal 4A, Tier 4 position titles will be aligned for consistency, resulting in position title changes for:
 - **Manager Asset and Supplier Management** to Head of Asset and Supplier Management
 - **Manager Response** to Head of Response
 - **Manager Enterprise Planning and Capability** to Head of Enterprise Planning and Capability
 - **Manager Service Transformation** to Head of Service Transformation
 - **Manager Service Operations** to Head of Service Operations with minor scope change
- Change of reporting line for the **Manager P&C Systems** to the Head of Service Operations with a branch change to Digital Services and Operations for the wider team.
- Position title change and scope change with direct reassignment for the **Manager ADEPT Support** into the ADEPT Operations Manager position, reporting to the Manager INZ Systems.
- Change in branch for two **Senior Business Applications Analysts** and the **Business Application Analyst**, reporting to the ADEPT Operations Manager.

Confirmed organisational chart – Digital Services & Operations



Proposal 6 – People and Culture

Summary of changes proposed

The proposed changes aim to streamline delivery models by centralising non-IT related people functions within P&C. This includes bringing Payroll, Case Management, and Analysis and Processes into P&C to improve connection, communication, and oversight, creating a more streamlined people services operating model. This proposed change was motivated by feedback from the 2024 engagement process, which suggested that centralizing P&C processes works better.

A new Head of Employment Practices role was proposed to centralise specialist people services and enhance support to the business and business partnering teams. This role would oversee the People Hub, Talent Acquisition, Remuneration and Reward, Employment Relations, and Payroll, Case Management, and Analysis and Processes teams.

The Head of Corporate Operations was proposed to be disestablished, and the Payroll, Case Management, and Analysis and Processes teams would report to a new Manager Payroll and Practices position.

Additionally, as indicated in Proposal 3, the two Kaihāpai Senior Advisor positions were proposed to report to the Kai Tomina-Head of Te Iho Poutama, integrating their work related to building, growing, and supporting internal capability and advice within MBIE, while maintaining a strong connection to the Director Mātauranga Māori.

This realignment aims to provide additional support, scale, and scope for the delivery of Whāinga Amiorangi within MBIE.

Your feedback on Proposal 6

The following table summarises feedback we received about the People & Culture branch:

Feedback themes		Response
Engagement Process	<ul style="list-style-type: none"> Feedback highlighted disappointment that last year's engagement insights, which identified real opportunities for positive change were not reflected in proposed changes. It was suggested that we create small working groups for quick wins from the feedback to energise the team, and that we empower capable kaimahi in P&C to take the lead. 	<ul style="list-style-type: none"> As part of decisions related to Proposal 2A, additional capability from the Service Excellence team will be realigned to the P&C Planning and Performance team to support the project management and implementation of key improvements. This will be managed in partnership with the Kiritaki Centricity team, as MBIE's enterprise service design and improvement function. P&C engagement in the process will be determined as progressed.
Corporate Operations	<ul style="list-style-type: none"> There was some support for moving three teams from Corporate Systems into People and Culture, with several concerns raised. Feedback was largely unsupportive of disestablishing the Head of Corporate Operations role and creating a new Manager Payroll and Practices role. The current position is seen as important for Analysis and Processes, Payroll, and Case Management teams, and concerns were raised about the potential loss of an experienced leader, risking team culture and morale. The proposed structure was seen to add unnecessary layers between Payroll Operations and the Chief People Officer, potentially causing delays, communication inaccuracies, and diluting expertise from the Analysis and Processes, Payroll, and Case Management teams. It was suggested that the Manager Payroll and Practices should report to the Chief People Officer as the Head of Payroll Operations. The necessity of the Manager Payroll and Practices role was queried. Some saw operational benefits in grouping related tasks, while others suggested the teams report directly to the Head of Employment Practices. 	<ul style="list-style-type: none"> Having considered the feedback received on this proposal, I agree that establishing the Manager Payroll and Practices would create an additional management layer. Therefore Payroll, Analysis and Processes, and Case Management teams will report directly to the Head of Employment Practices position and the Manager Payroll and Practices will no longer be established. While there will continue to be a leadership layer between Payroll Operations and the Chief People Officer, this should not impact or prevent access to them as required.

Feedback themes		Response
	<ul style="list-style-type: none"> Feedback suggests that the Manager P&C Systems should not sit in the same team as Manager of Payroll due to potential conflicts of interest. It was proposed to either integrate P&C systems with the Payroll and Practices team to improve efficiency and reduce errors or move P&C systems to Digital Services and Operations while having Payroll and Practices absorb some functions. This would streamline processes and enhance overall efficiency. 	<ul style="list-style-type: none"> Outlined in Proposal 5, the P&C Systems team will be realigned to the Digital Services and Operations branch. This decision is based on confidence that the team will retain close working relationships with P&C and will see greater benefit from being positioned in a centre of systems expertise, to provide enhanced support across all the systems it manages.
People & Culture	<ul style="list-style-type: none"> Concerns were raised regarding the siloed nature of work between HR Business Partnering and Leadership Talent and Growth teams. It was suggested that we consolidate Heads of People roles to reduce the number of direct reports to the Chief People Officer and separate the team under the Head of Employment Practices to report to two 'Head of' positions. Concerns were raised regarding resourcing in the Employment Relations and HR Business Partnering teams. It was suggested that we reprioritise resources or increase FTE to ensure these teams can handle their workload effectively. It was proposed that People Hub Advisors be assigned specific portfolios to support HR Business Partnering teams, thereby enhancing collaboration and understanding. It was suggested that we move People Hub to report to the Head of Corporate Operations due to its close work with P&C Systems and Corporate Operations. Opposing feedback highlighted the benefits of its integration within Employment Practices – which has increased collaboration, supported project work, and provided career development opportunities. Moving People Hub could be detrimental to this progress. 	<ul style="list-style-type: none"> This feedback is noted and reinforces that following the implementation of our new structure, there will be further work to on how we operate – ensuring we reduce silos and operate as a more integrate corporate service. Consolidation of Heads of People roles and Business Partnering portfolios are outside of the scope of this proposal. The CPO currently has a number of interim reporting arrangements and will have a significant reduction in direct reports with the establishment of the Head of Employment Practices. This is an option that is open for the CPO to consider but is outside the scope of this change programme. There is no intention to change the reporting line for People Hub; the function is best placed under the Head of Employment Practices.

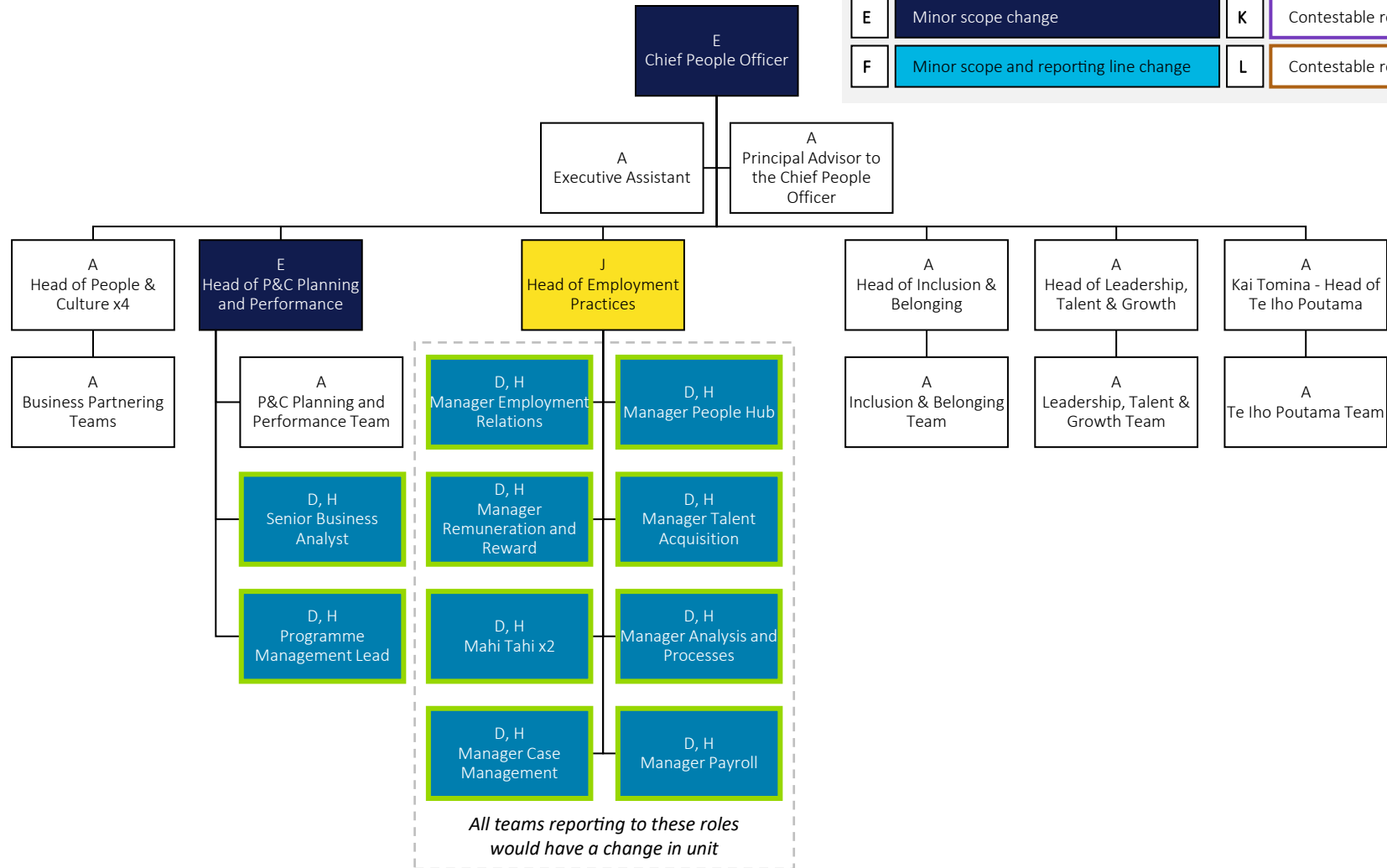
Feedback themes		Response
	<ul style="list-style-type: none"> There were concerns about the impact of the proposal on the Planning & Performance team, which has limited capacity to support additional work programmes. It was recommended to resource the team with a dedicated Manager and capability at the advisor level. 	<ul style="list-style-type: none"> Following re-consultation with the Service Excellence team (Proposal 2A), the Senior Business Analyst and the Programme Management Lead positions will report to the Head of P&C Planning and Performance to bolster support for project management and implementation of the P&C work programme.
Head of Employment Practices	<ul style="list-style-type: none"> There was positive feedback on the return of the Head of Employment Practices position, which provides direct leadership and reduces the span of direct reports to the Chief People Officer (CPO). However, there were concerns raised about the broad scope and sustainability of direct reports which was considered too broad to be effective. 	<ul style="list-style-type: none"> Agree. Head of Employment Practices is a broad role, and this is reflected in its seniority and the expertise, skills and experience required across the range of disciplines that make up the team.
Suggestions for Improvement	<ul style="list-style-type: none"> Suggestions for improvements included conducting a RASCI analysis within P&C to understand work distribution and highlight imbalances to ensure effective utilisation of talent. Additionally, it was suggested to balance resources across teams, to address gaps and provide adequate support for both operational and strategic work. 	<ul style="list-style-type: none"> This is work that can be undertaken within the branch and is outside the scope of this change programme. This is something for the CPO to manage and is not within the scope of this change programme.

Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 6 are:

- Establish a new **Head of Employment Practices** position
- Change in reporting line for the **Manager Employment Relations** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the **Manager People Hub** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the **Manager Remuneration and Reward** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the **Manager Talent Acquisition** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the two **Mahi Tahi** positions to the Head of Employment Practices
- Disestablish the **Head of Corporate Operations** position
- Change in reporting line for the **Manager Payroll** to the Head of Employment Practices with a branch change for the wider team to People & Culture
- Change in reporting line for the **Manager Case Management** to the Head of Employment Practices with a branch change for the wider team to People & Culture
- Change in reporting line for the **Manager Analysis and Processes** to the Head of Employment Practices with a branch change for the wider team to People & Culture
- The **Programme Management Lead** and the **Senior Business Advisor** would have a change of reporting line to the Head of P&C Planning and Performance and a change of branch to People & Culture.

Confirmed organisational chart – People & Culture



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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

Proposal 7 – Finance and Performance

Summary of changes proposed

The proposed changes for Finance and Performance aimed to consolidate financial control and management functions under the Deputy Chief Financial Officer, realign branch capabilities to support strategic financial activities, and balance resources across Finance Business Partnering teams.

It was proposed to reduce the number of Finance Business Partnering teams from seven to five by integrating LSE and BRM, and Corporate and DDI teams. Senior Management Accountants from the Service Excellence team would align with Finance Business Partnering. The Head of Finance Business Partnering for the integrated Corporate portfolio would also become responsible for practice leadership across Finance Business Partnering.

Additionally, it was proposed that the Internal Assurance team would move into Strategy and Assurance, integrating all assurance capabilities within one group. The Manager Strategy, Governance and Administration would align with the Chief Financial Officer, and an Executive Assistant position would be established to support the Chief Financial Officer.

Your feedback on Proposal 7

The following table summarises feedback we received about the Finance & Performance branch:

Feedback themes		Response
Internal Assurance	<ul style="list-style-type: none"> Further clarification was requested on the rationale for the Head of Internal Assurance (IA) reporting to the Deputy Secretary, as this was considered inconsistent with the structure of similar proposed Tier 4 positions. Some suggested it could report to the Head of the Office as the best option support the Deputy Secretary, while also providing for closer collaboration with assurance functions across Strategy and Assurance group. It was felt that aligning AI with Risk, Compliance, and Integrity functions could enhance cohesion. However, several concerns were raised, including: <ul style="list-style-type: none"> Combining the roles of Head of Enterprise Risk and Head of Compliance may exacerbate existing challenges in the control environment, leading to downstream consequences for the third-line IA function. Neglecting the Three Lines Model. Resourcing requirements, particularly in regulatory assurance, artificial intelligence, and current risk maturity, impacting the development of the IA work programme. Lack of understanding of roles within IA and the distinct responsibilities of various assurance functions. It was commented that maintaining IA as a third-line function, separate from second-line functions, is essential to uphold its objectivity and effectiveness. If Risk and Compliance are combined, it was suggested they continue to operate independently as second-line functions. 	<ul style="list-style-type: none"> The Head of Internal Assurance role already has Tier 3 delegations reflecting the status of the role and I consider it is appropriate that it report directly to the Deputy Secretary, Strategy and Assurance. I consider that separating IA as a third-line function reporting to the Deputy Secretary helps to uphold its objectivity and effectiveness and that this placement would not compromise its ability to work effectively with the Risk and Compliance second line functions that sit within ESRT. I do not see the IA function as a good fit with the functions that are in the Office of the Deputy Secretary which focus on Group strategy, and performance, interface with the ownership Minister's office and leading or incubating enterprise work for CDSS/Strategy and Assurance as needed. I expect second-line functions (enterprise risk and compliance) to continue to operate maintaining independence as a combined team. Agree.

Feedback themes		Response
	<ul style="list-style-type: none"> • Further comments noted that the proposed positioning of IA ensures it maintains the necessary independence and positioning required by professional standards and Global IIA standards. While independence is not required by ISA standards, it is considered best practice within frameworks such as the Three Lines Model within MBIE. • Additionally, it was mentioned that the Governance team services the Chief Executive directly and through the Chief Advisor. In the absence of an Office of the Chief Executive, placing Internal Assurance, Organisational Strategy, Governance, Risk, and Compliance together in one branch would be effective, provided senior management champions the impartiality of these teams. • Concerns were raised about the normal review/sign-off process if the Head of Internal Assurance were to report directly to the Deputy Secretary Strategy and Assurance. • A suggestion was made to title the Head of Internal Assurance as General Manager to further strengthen IA's positioning and align with other direct reports, all of whom hold General Manager titles. It was also noted that a statement in the proposal was incorrect; the Head of IA still holds Level 3 delegations. • As an alternate structure, it was suggested that IA could report to the General Manager within the Enterprise Strategy, Risk and Transformation branch. This would align with their cross-Enterprise work and the three-lines model at MBIE. 	<ul style="list-style-type: none"> • I do not think establishing a new Branch is necessary or cost-effective to delivering impartial quality advice and support to the Secretary in the context of our Strategy and Assurance Group. I am of the view that we can deliver impartial quality advice in a more cost-effective way, as set out in final decisions. • It is not clear what the specific sign-off process problems would be, if the Head of Internal Assurance were to report directly to the Deputy Secretary. To the extent an identified conflict might arise in relation to review and sign out, measures to manage this would be put in place at that time. • General Manager titles attach to roles where there are multiple functions and people responsibility in a branch – which is not the case with the IA function. • Based on responses outlined above about the need to position IA close to the Deputy Secretary and independent to second-line functions, I am confirming the move of the team to Strategy and Assurance group, reporting to the Deputy Secretary.
Finance and Performance	<ul style="list-style-type: none"> • There was general support for proposed changes to Finance and Performance branch, however the need for clear roles and responsibilities was highlighted. • The response to moving the Senior Management Accountants and the Strategic Finance Lead to Finance and Performance, was 	<ul style="list-style-type: none"> • Agree and the intent with the structure is to clarify the roles and responsibilities across Finance and Performance. • Noted.

Feedback themes		Response
	<p>positive: the move was seen to better align work and enhance opportunity for growth and career progression.</p> <ul style="list-style-type: none"> It was suggested that the Deputy CFO role was replaced with a Financial Controller role to clarify responsibility for this function. There was general concern that we should avoid creating additional senior roles at the expense of operational roles. Additionally, it was suggested that the Executive Assistant could report to the Administration and Governance Manager to streamline administration services. 	<ul style="list-style-type: none"> Noted. The Deputy CFO role has been retitled to Head of Financial Control to reflect the functions within this unit. Additional senior roles have not been created within this structure and there is an overall reduction in the senior roles reporting to the CFO. Creating an additional reporting line with a small span of control is not desirable and is not seen to provide extra benefit to administrative services.
External Reporting and Enterprise Performance	<ul style="list-style-type: none"> The need for consistency in reporting was emphasised, by bringing the teams together or by aligning with business ownership and mirroring operational returns. Alternate suggestions for External Reporting and Enterprise Performance team structures were provided, including: <ul style="list-style-type: none"> integrating External Reporting and Enterprise Performance functions for synergies between Treasury, Annual Report reporting, SLT, and internal reporting. creating a Head of Reporting role and elevating the Manager Financial Accounting and Control role. 	<ul style="list-style-type: none"> The current arrangement for External Reporting and Enterprise Performance teams is temporary. Disagree – while there is some alignment of function both teams do have different responsibilities for reporting across MBIE. Disagree. The Head of Financial Control leads reporting functions, and the Manager Financial Accounting and Control and Manager External Reporting will continue to report to this role.
Head of Strategic Finance	<ul style="list-style-type: none"> There was support for the creation of this role, with suggested modifications to better align with strategic finance responsibilities, including: <ul style="list-style-type: none"> change the title to 'Head of Finance Transformation and Strategic Finance' to reflect the role's responsibilities. the new role should lead the modernisation of the finance function, driving end-to-end transformation to improve financial operations and align financial strategy with business objectives. 	<ul style="list-style-type: none"> Noted. This role will be responsible for planning and monitoring the strategic financial performance of MBIE. Disagree. The Finance and Performance leadership team all have a role to play in financial transformation. The Head of Strategic Finance will also focus on strategic financial management strategies, frameworks, processes and mindsets in support of MBIE achieving its strategic and operational objectives.

Feedback themes		Response
	<ul style="list-style-type: none"> ○ create a new role 'Finance Transformation Lead' reporting to the Head of Finance Transformation and Strategic Finance. • A further suggestion was to change the title of the Strategic Finance Advisor role to Strategic Finance Lead, and not to proceed with creating the new Strategic Lead Finance Programmes role. 	<ul style="list-style-type: none"> • The Strategic Lead Finance Programmes will be established to deliver on initiatives that support us to embed strategic financial management strategies and frameworks. • Disagree. The Strategic Finance Advisor is a fixed term role, and the work of this role will be absorbed by the permanent roles within the new team.
Finance Business Partnering (FBP)	<ul style="list-style-type: none"> • Feedback indicated a need for better resource allocation and clarity in roles across the Finance Business Partnering teams. • There were concerns about resource imbalances and the need for more roles to manage large portfolios. It was proposed that a Senior Finance Principal Lead is added to the LSE/BRM team. • It was suggested that Finance Business Partners from the Corporate team could be reallocated to other teams. • It was recommended that we review and adjust the banding for the Strategic Finance Principal Lead role to ensure the retention and attraction of suitable talent. It was also suggested that we reallocate the Strategic Finance Lead roles to Business Partnering and revise the title to more accurately reflect the role's level. 	<ul style="list-style-type: none"> • Agree and a redistribution of the Finance Business Partner resources will be made as part of the new structure. • Agree and a Strategic Finance Principal Lead has been included in the LSE/BRM team. • Noted however a review of the salary band for the Strategic Finance Principal Lead is not part of the scope of this change. • The Strategic Finance Lead moving from Service Excellence will have a title change to Lead Management Accountant and will report to the Head of Finance INZ.
Accounts Payable and Credit Control	<ul style="list-style-type: none"> • There was some agreement with moving these teams back into Finance, but concern about expanded scope for the Manager Financial Accounting and Control. • It was suggested that the Accounts Payable (AP) and Credit Control teams to report to the Manager of Finance Systems and Operations. This structure has been effective in the past and would streamline operations, enhance visibility, support, and 	<ul style="list-style-type: none"> • Noted. The Manager Accounts Payable and the Manager Credit Control will report to the Head of Financial Control rather than as proposed to the Manager Financial Accounting and Control. This change mitigates these risks.

Feedback themes		Response
	<p>knowledge sharing, and allow the new Head position to focus on strategic elements</p> <ul style="list-style-type: none"> • It was suggested that the regulatory enforcement function in Credit Control could move back to Te Whakatairanga Service Delivery, as the current arrangement has been unsuccessful. • It was suggested that we assess the current split of bank authorising functions across several teams within the COO area and consider consolidating them under Finance. 	<ul style="list-style-type: none"> • This will require further conversation with Te Whakatairanga Service Delivery and will be considered following this change. • As noted in earlier proposals, there is an expectation that teams across CDSS work collaboratively and collegially.

Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 7 are:

Financial Control

- Position title change and minor change of scope for the **Deputy Chief Financial Officer** to Head of Financial Control.
- Change in reporting line for the **Manager Credit Control** to the Head of Financial Control, with a change in branch for the wider team.
- Change in reporting line for the **Manager Accounts Payable** to the Head of Financial Control, with a change in branch for the wider team.
- Change in position title and scope change with direct reassignment for **Head of Corporate Systems** to Manager Financial Systems and change in reporting line to the Head of Financial Control.
- The following positions will report to the Manager Financial Systems, with a change in branch for the wider team:
 - **Manager FMIS Delivery**
 - **Manager Corporate Systems Support**

Strategic Finance

- Establish a new **Head of Strategic Finance** position.
- Establish a new **Strategic Lead Finance Programmes** position.
- Change in reporting line for the **Principal Advisor** (Deputy CFO) to the Head of Strategic Finance.
- Change in position title for two **Senior Finance Business Analysts** (Corporate and INZ teams) to Senior Strategic Finance Advisor and change in reporting line to the Head of Strategic Finance.

- Change in position title for the **Manager Enterprise Performance** to Manager Performance Reporting and change in reporting line to the Head of Strategic Finance, with a change in unit for the wider team.
- Change in reporting line for the **Analyst** (Enterprise Performance) to the Manager External Reporting to reflect its focus on internal allocations, charging, and capital charge processes which align to financial control.

Finance Business Partnering

- Minor scope change and position title change for the **Head of Finance Business Partnering BRM** to Head of Finance Business Partnering LSE/BRM. The following positions will have a change in reporting line to this role:
 - All **Finance Business Partners** (BRM)
 - All **Finance Business Partners** (LSE)
 - One **Finance Business Partner** (Corporate)
 - One **Strategic Finance Principal Lead** (Corporate)
- Disestablish the **Head of Finance Business Partnering LSE**.
- Minor scope change for the **Head of Finance Business Partnering Corporate**. The following positions will have a change in reporting line to this role:
 - Five **Finance Business Partners** (Corporate and DDI)
 - One **Strategic Finance Principal Lead** (Corporate)
 - One **Principal Project Accountant** (DDI)
 - One **Senior Management Accountant** (Service Excellence)
- Disestablish the **Head of Finance Business Partnering DDI**.

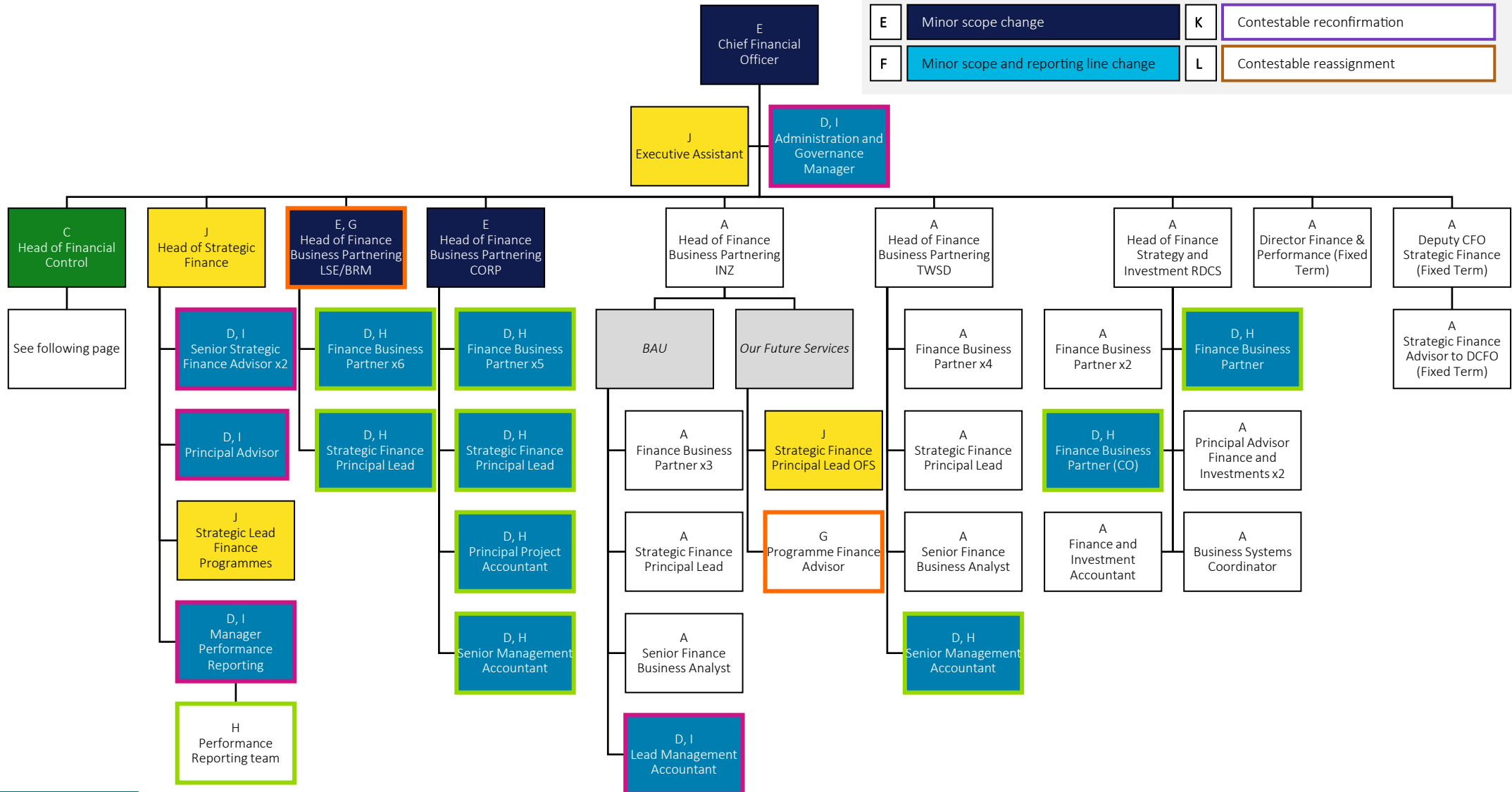
- Change in position title for the **Strategic Finance Lead** (Service Excellence) to Lead Management Accountant and change in reporting line to Head of Finance Business Partnering INZ.
- Change of reporting line for one **Senior Management Accountant** to the Head of Finance Business Partnering TWSD.
- Establish a new **Strategic Finance Principal Lead** position reporting to the Head of Finance Business Partnering INZ to provide sufficient support to the Our Future Services (OFS) Programme.
- Position title change for the **Principal Project Accountant** (INZ) to Programme Finance Advisor.
- Change in reporting line for one **Finance Business Partner** (Corporate) and one contract **Finance Business Partner** (Corporate) to the Head of Strategy Finance and Investment RDCS.
- Establish a new **Executive Assistant** position reporting to the Chief Financial Officer.

Reporting line changes across Finance Business Partnering portfolios will be agreed by the Chief Financial Officer and Finance & Performance leadership team as part of the implementation of our new structure.

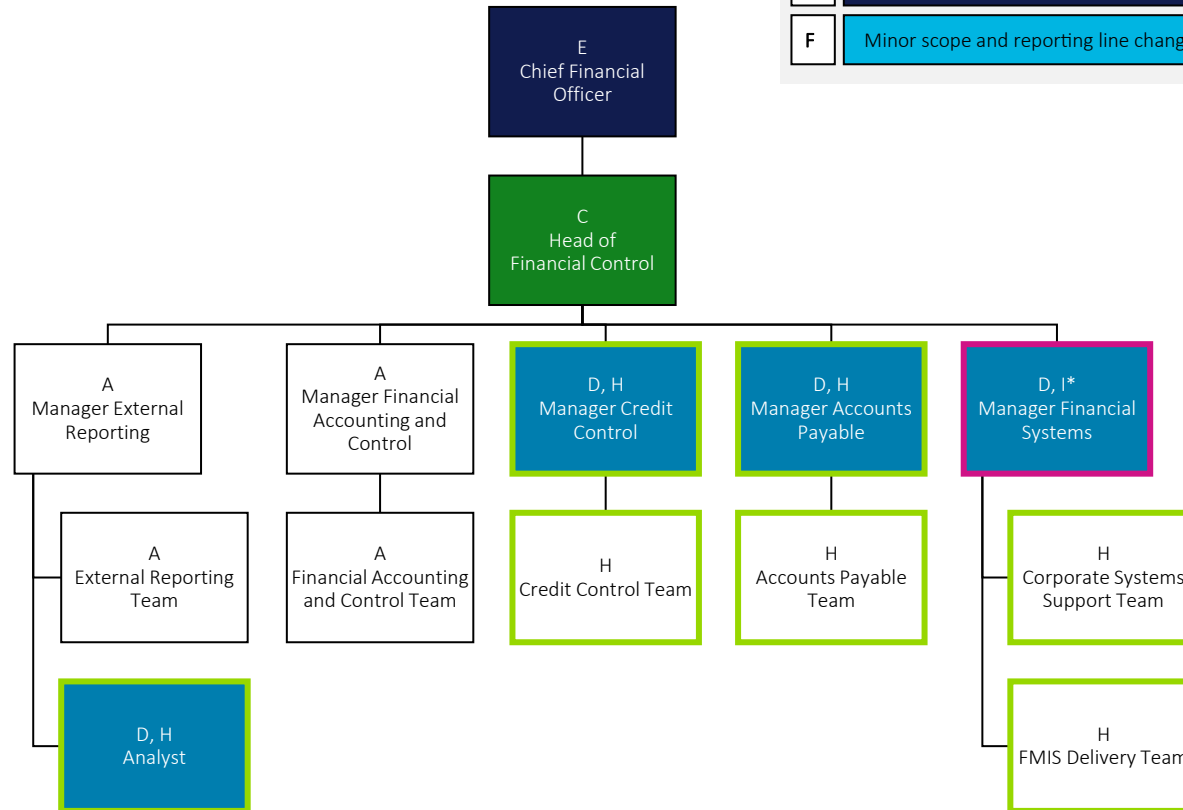
Executive Support

- Change in reporting line for the **Manager Strategy, Governance and Administration** to the Chief Financial Officer with a position title change to Administration and Governance Manager.

Confirmed organisational chart – Finance & Performance



Confirmed organisational chart – Financial Control



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	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

** Includes change in tier*

Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	15
Number of positions to be part of a contestable reconfirmation process	0
Number of new positions	13
Number of positions with minor changes such as minor scope, reporting line, branch etc.	737
Overall reduction in FTE	2

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	General Manager Corporate Shared Services	Deputy Secretary Corporate and Digital Shared Services	Corporate Shared Services	23F	New Position
6	Head of Employment Practices	Chief People Officer	People and Culture	21F	New Position
1	Chief Technology & Security Officer	Deputy Secretary Corporate and Digital Shared Services	Strategy, Technology and Security	24F	New Position
7	Head of Strategic Finance	Chief Financial Officer	Finance & Performance	22F	New Position
7	Executive Assistant	Chief Financial Officer	Finance & Performance	H	New Position
1	Head of the Office of the Deputy Secretary	Deputy Secretary Corporate and Digital Shared Services	Office of the Deputy Secretary	21F	New Position

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
7	Strategic Lead Finance Programmes	Head of Strategic Finance	Finance & Performance	20F	New Position
3	Principal Advisor Te Tāpuhipuhi	Director Partnerships and Capability	Partnerships and Capability	X	New Position
1a	Director Smart Data Economy	Head of Digital Business Enablement	Business & Consumer	20F	New Position
4a	Artificial Intelligence Practice Lead	Head of Technology, Strategy and Cyber	Strategy, Technology and Security	X	New Position
7	Strategic Finance Principal Lead (OFS)	Head of Finance Business Partnering INZ	Finance & Performance	X	New Position
4a	Head of Enterprise PMO	Chief Technology & Security Officer	Strategy, Technology and Security	22F	New Position
2a	Senior Business Analyst	Head of Commercial Operations	Corporate Shared Services	R	New Position

Disestablished positions

Proposal	Position title	Reporting line	Branch
1	Chief Technology Officer	Deputy Secretary Corporate and Digital Shared Services	Technology & Architecture
1	Chief Information Security Officer	Deputy Secretary Corporate and Digital Shared Services	Cyber Security
1	General Manager Digital Solution Delivery	Deputy Secretary Corporate and Digital Shared Services	Digital Solution Delivery
1	General Manager Partnerships & Programmes	Deputy Secretary Corporate and Digital Shared Services	Partnerships & Programmes
1a	Manager e-Invoicing Adoption	Head of Commercial Projects & Business Adoption	Corporate Services
7	Head of Finance Business Partnering LSE	Chief Financial Officer	Finance & Performance
1	Head of the Office of the Deputy Secretary	Deputy Secretary Corporate and Digital Shared Services	Office of the Deputy Secretary
1	General Manager Workplace, Safety & Security	Deputy Secretary Corporate and Digital Shared Services	Workplace, Safety & Security
6	Head of Corporate Operations	Chief Operations Officer- Corporate Services	Corporate Services
1	Executive Assistant	Deputy Secretary Corporate and Digital Shared Services	
1	Chief Operations Officer- Corporate Services	Deputy Secretary Corporate and Digital Shared Services	Corporate Services
2a	Head of Service Excellence	Chief Operations Officer- Corporate Services	Corporate Services
7	Head of Finance Business Partnering DDI	Chief Financial Officer	Finance & Performance

Proposal	Position title	Reporting line	Branch
2	Programme Director Royal Commission of Inquiry (Covid-19 Lessons)	General Manager Workplace, Safety & Security	Workplace, Safety & Security
2a	Customer Experience Coordinator	Programme Management Lead	Corporate Services

Reconfirmed with minor changes

Please refer to the supplementary document available on the Corporate and Digital Shared Services Foundations for the Future [SharePoint site](#).

Appendix 1: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information confirms the standard change processes that will apply to the changes confirmed in this document. This includes reconfirmation, reassignment, and selection.

Reconfirmation

This is where your substantive position is "reconfirmed" because your current substantive position remains substantially the same and you are the only person able to be reconfirmed to the role. Examples include - change in reporting line, title, a minor change in work content.

For reconfirmation to apply:

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

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

Where there are more affected employees who will be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then we will use a "contestable reconfirmation" process via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role.

Reassignment

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

For direct reassignment to apply:

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

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then we will use a "contestable reassignment" process via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by this change via an EOI process. As set out in the Consultation document, the exception to this for the CDSS change programme is the Chief Technology and Security Officer position which will be advertised internally and externally in parallel with the running of the EOI process.

Our affected employees for this change who meet the suitability requirements for this role will be considered prior to other applicants.

Selection and Expression of Interest (EOI) process

If you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.
- Express an interest in voluntarily ending your employment without actively seeking reassignment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have the skills and experience that need to be retained, and a reassignment option is available.

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

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

Please note you are not considered affected if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to 5 available position/s (in order of preference) for which you are suitably qualified. There is no requirement to provide a written response as part of the EOI form, a cover letter or CV, with the exception of the Chief Technology and Security role.

Once the EOI period closes, all submissions will be reviewed against the selection criteria outlined in the position description and on the Corporate and Digital Shared Services Foundations for the Future [SharePoint site](#). Those who have applied for roles for which they are suitably qualified will proceed directly to interview.

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action will be taken to minimise the number of interviews that any affected employee will be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview will be required.

For some positions, additional selection tools may be appropriate, including:

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.
- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

All applicants will be advised if additional selection tools are required.

Selection and Recruitment Timeline

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

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.

Review process

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

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position.

However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

Process for casual and fixed term employees

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.

Appendix 2: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. 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](#)) / ([NUPE](#))
- 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](#)