



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

EPI Branch - Lifting our monitoring capability

To deliver a high performing monitoring function

October 2025

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Introduction from Nic Blakeley

Tēnā koutou,

A well-functioning public sector relies on high-performing Crown entities, which require strong and effective boards. The role of the Crown entity monitor is pivotal to achieving these outcomes. This requires us to have a robust, fit-for-purpose monitoring function that delivers value.

We are operating in an increasingly complex environment with some significant changes being undertaken across Crown entities in a number of sectors. At the same time the Public Service Commissioner and the Auditor General are seeking an increased quality in monitoring of crown entities, wanting a shift from a compliance exercise to a more strategic function, underpinned by robust performance information, analysis and advice.

The recent failure of some Crown entities across the public service have further increased a focus on monitoring capability. As EPI prepares to take the lead on more regulatory crown entities currently monitored by BRM, it is now time to ensure the branch is set up for success and has the required capability to perform well now and into the future.

This consultation document sets out a plan to lift capability, through shifts in skillsets, ways of working, and structure, all with the aim of ensuring MBIE has a high-performing monitoring function that is fit for the future. I am proposing changing the name of the branch to 'Entity Performance'. This reflects the key focus of the branch and emphasises the performance shift we are seeking through the change. It also underscores our role in supporting high performing Crown entities.

The proposed structure and positions seek to underpin this capability focus by ensuring the branch works cohesively across the various teams, uses a broader range of evidence to support performance analysis, and has a strong focus on relationship management with Boards to support the strategic advice to Ministers. There are some new positions outlined in the proposal which seek to lift our monitoring capability and provide strategic level support.

I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. I encourage you to show kindness to your colleagues during this time. Please consider what support you may need during the consultation process and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui



Nic Blakeley

Deputy Secretary, Labour Science and Enterprise

The case for change – Lifting our monitoring capability

Our context

The role and prominence of MBIE monitoring and appointments is increasing

MBIE supports Responsible Ministers in overseeing 21 Crown entities, collectively employing over 6,500 staff and contributing to outcomes across most MBIE portfolios. We are currently transitioning BRM entities into the Entity Performance and Investment (EPI) branch to centralise monitoring. This means EPI is responsible for monitoring some critical agencies and providing advice to Ministers on a significant amount of resource that supports the NZ economy. Our monitoring advice therefore needs to be best practice and able to respond to complex demands. At the same time, the Public Service Commission and Ministers have signalled the need for MBIE to strengthen its capability in monitoring and board appointments. Recent progress has been made in lifting our appointments capability. A broader monitoring improvement initiative - overseen by a Steering Group - is underway.

We have an enduring aspiration for EPI

EPI has a clear 'strapline' that continues to capture our focus:

Our entities have the right board, a clear purpose, are delivering now, and positioned for the future

This reflects MBIE's overall Crown entity operating model and drives the way we configure our capabilities and workstreams. The changes in this document reinforce this focus.

and need to lift our monitoring capability to pursue this aspiration

Three critical improvements are needed to support MBIE's monitoring role:

- i. *Strengthened engagement*: MBIE needs more purposeful and insightful engagement with entities (particularly at the Board level) focused on the few key issues that will improve performance.
- ii. *More strategic advice*: MBIE's engagement must be paired with an enhanced ability to provide evidence-based strategic advice to Ministers.
- iii. *Cross MBIE collaboration*: Fulfilling MBIE's legal Monitor role requires a cross-branch effort. EPI needs to be more deliberate in its working arrangements with other teams across policy, regulatory stewardship, finance and investment.

Achieving these improvements requires the following key capability shifts:

- a. *Senior expertise*: Injecting more senior expertise into the Branch's structure, along with direct access to governance experience to support both appointments and monitoring.
- b. *Expanded skill mix*: Increasing both our capacity and range of capabilities to perform our role.
- c. *Strengthening ways of working*: deepening our arrangements with other branches, reducing boundaries between EPI teams and improving how we work on horizontal issues.

The following sections set out the drivers for change, our design principles and desired shifts in more detail, along with the outcomes we are seeking.

Scope of this change

Drivers

Our drivers for change were largely identified during our monitoring improvement initiative planning

The drivers for change reflect our increasingly complex environment and current pain points:

- Limited evidence base to advise on impact and value for money
- Inconsistent business understanding and inconsistent arrangements working with policy teams
- Receiving BRM regulators requires an uplift in domain knowledge and regulatory monitoring capabilities
- Single person relationship risks with too few people managing relationships
- Over-focus on accountability cycle advise and risk exposure
- Team members tend to work on individual entities meaning less ability to take a branch wide view or refocus work to urgent priorities – and links across all three teams being light.

Design principles and desired capability shifts

These drivers have implications for both our configuration of branch capability and the way we work

The three critical improvements noted earlier: strengthened engagement, more strategic advice, and cross-MBIE collaboration respond to these drivers and are essentially our design principles for this change. The associated shifts

we are seeking each address one or more of these principles and are discussed below.

1. **Teams shaped around logical groupings of entities** to ensure that like entities are managed according to their key functions, enable a better synergy with policy teams and that there is appropriate expertise to monitor regulatory entities.
2. **Clearly mapped entity ‘account management’** through monitoring managers in partnership with more closely involved Policy General Managers, with increased board engagement. This enables the General Manager EPI to be more focused on the higher risk entities.
3. **Increased level of expertise and branch leadership** through the introduction of a Chief Advisor role. The Chief Advisor role would provide senior leadership support for the branch and work closely with the General Manager. The role would support relationships with entities and provide leadership in critical moments.
4. **Access to senior governance expertise** through keeping one or more highly regarded board members on retainer to provide advice and support on key monitoring and appointments issues, and to support capability uplift. The focus of these roles will be to support (not substitute) EPI’s relationship with entities.
5. **Investment in a stronger evidence base to support the monitoring function** through:
 - additional FTE capacity, with a focus on enabling more data analytics and insights improve our evidence base.

6. **More formalised and deepened arrangements between EPI, policy and wider MBIE teams.** Accountability for assisting Ministers to exercise their oversight of Crown Entities is essentially delegated to Deputy Chief Executives in MBIE, who then need teams to work closely together. Developing policy interventions, designing and setting up entities, appointing boards and advising on performance are all heavily interdependent activities. I expect close consultation and sharing of information between branches on these activities from Crown Entity Assessments, through to major reviews and re-design. I also expect more fungible lines between EPI and other teams including cross branch resourcing of projects.

7. **A branch culture of working more horizontally on issues** including the following actions:

- taking a branch wide view of capabilities and where they are best used with a focus on hiring that expands our domain expertise and skill base
- more explicit monitoring planning across the branch to ensure resource is focused in the right areas and is moved to where it is needed
- additional capacity to allow resourcing for 'sprints' when needed
- close coordination on appointments processes; this includes monitoring manager and director involvement on appointment panels and processes to reinforce the account management approach discussed above.

Desired outcomes for a high performing monitoring function and how we will manage towards these

We are sighted on the key activities that will drive the outcomes we are seeking

We will know that we have been successful when:

- capability and capacity has been lifted across EPI
- the day-to-day culture reflects the themes of working together across EPI appointments and monitoring teams, and with wider branches
- the relationships with Crown entity boards and executives are multi-layered and deepened
- we have a stronger and more systematically curated evidence base
- MBIE's advice on Crown entities is highly regarded and considered to be focused on the right issues.

And we will measure our progress over the coming year

To assess our progress on lifting our monitoring capability over the next year we will test:

- Ministerial feedback on the quality of advice and support
- Board Chairs on the status of our relationships and any associated feedback.
- BRM and related entity feedback on the BRM entity transition process
- Policy GM feedback on how the arrangements are operating between branches
- Branch feedback on our progress on ways of working
- MBIE's practice maturity against other significant agencies with monitoring responsibilities.

Your feedback on the proposal

I invite your feedback on the principles and outcomes that have been used as the foundation for this document, in particular, opportunities you see for us to monitor and measure success within the branch.

To inform your thinking, I did work through a wide range of options including:

- whether to merge with the function with wider functions such as regulatory stewardship to achieve a quick gain in domain capability (largely achieved by simply strengthening connections)
- disbanding the branch and reintegrating the activities with policy teams including director-level 'relationship partners' (simply shifts the incidence of work, risks losing a clear 'assessment voice' and depth/consistency of monitoring expertise)
- different management options – however these either over-fragment teams or create un-workable spans of control.

In essence, the EPI functions are too important to fail, and I am therefore focused on significant yet incremental improvement steps rather than pursuing radical change.

Overview of this proposal

This document outlines the rationale for proposed changes to the monitoring function in the EPI branch; how it would impact the current structure, the process that would be followed to make decisions about the change, including timeframes and how to provide feedback.

The key aim of this change proposal is to enable a capability uplift in MBIE's monitoring performance.

Understanding proposed changes to your position

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

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

Proposed change process

Find out more about MBIE's proposed change process in [Appendix 1](#). This determines how we classify the impact to our people, based on the proposed impacts to their position. This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Wednesday 15 October
Consultation closes	Wednesday 29 October
Feedback reviewed and considered	2 weeks
Final decision	Wednesday 12 November
EOI and selection period	2 weeks
Go-live of new structure	Monday 1 December

Providing feedback

I encourage you to read and reflect on all aspects of this proposal for change so that you can understand how we are looking into the future. Your feedback is important to the success of any changes we make across the Entity Performance and Investment Branch, and I invite you to share your perspective, based on your unique experience of our mahi. Send your feedback to LSEChange@mbie.govt.nz.

This proposal has been shared with the Public Service Association (PSA). You can contact your union representative for support and to discuss your feedback.

MBIE recognises that feedback can be provided individually or as a group and in formats other than written, and as such will enable verbal

submissions upon request. This also includes where the union wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email LSEChange@mbie.govt.nz and we will arrange a suitable time.

Once the consultation period has closed, all feedback will be carefully considered by me before final decisions are made. We will then confirm the new structure, its impact on positions and the change process including EOI if applicable.

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

Navigating change together

The ability to navigate change is a strength of our organisation. While change can be challenging, it can also present us with an opportunity to share thoughts and ideas that help to influence and shape the direction of our organisation.

It's important that you are able to engage with proposals in a meaningful way, so that you can navigate change with clarity and feel encouraged to explore new ideas and opportunities. We will aim to ensure our people:

- **Feel prepared for change** which includes understanding why change is proposed and its impacts, as well as being supported to manage personally through change.
- **Understand the change process** with clarity about the steps that will be followed, terminology used, and roles that our people may play

during key parts of the process – including expectations of people leaders during change.

- **Are supported to engage** with the proposal and provide feedback, recognising that our people may need to rebalance their priorities and attention for a period to make time to engage.
- **Know where to go** to ask questions and seek information, with clarity about the support available to them
- **Are encouraged to be Māia** – bold and brave by challenging the status quo, showing curiosity and exploring new ideas to create positive impacts for our services, customers, and MBIE people.
- **See the value in their voice** by being encouraged to share feedback, with confidence that it will be considered. This includes being supported to understand why change decisions may be different to feedback shared.
- **Are clear on the path forward** and how roles, responsibilities, and priorities will be managed through the transition period, maintaining critical knowledge, relationships, and culture.

Support available

As we move through change, it's normal to experience impacts to our wellbeing. MBIE has a variety of support services available that recognise and contribute to all aspects of our wellbeing. These services are always available, including during change.

You can read more about the support available to you in [Appendix 2](#).

In addition to exploring the support services available, we encourage you to stay connected and seek support through your networks including whānau – family; friends; kaimahi – colleagues; and community.

To ask for additional support, please talk to your people leader. While there may be alternative support options, we will also be clear about limitations on the services that MBIE can provide.

The change proposal for Entity Performance and Investment

The shifts described in 'The scope of this change' section result in the following changes to organisational structure and resources:

- a) The Economic & Regulatory team is retitled to the Regulatory Team and would monitor the following entities:
 1. WorkSafe New Zealand
 2. Electricity Authority
 3. Energy Efficiency and Conservation Authority
 4. Crown Regional Holdings Limited
 5. Financial Markets Authority
 6. Retirement Commission
 7. Takeovers Panel
 8. Commerce Commission (coming)
 9. External Reporting Board (coming)
 10. Accreditation Council (possible)
- b) The Science Innovation & Technology (SIT) team is renamed to the Science and Enterprise Team and would monitor the following entities:
 1. New Zealand Trade and Enterprise
 2. Invest New Zealand
 3. New Zealand Growth Capital Partners Limited
 4. Tourism New Zealand
 5. New Zealand Institute for Bioeconomy Science
 6. New Zealand Institute for Earth Science
 7. New Zealand Institute for Public Health and Forensic Science
 8. New Zealand Institute of Advanced Technology (in establishment)
 9. Callaghan Innovation (disestablishment entity)
 10. The Research Education Advanced Network New Zealand (REANNZ)

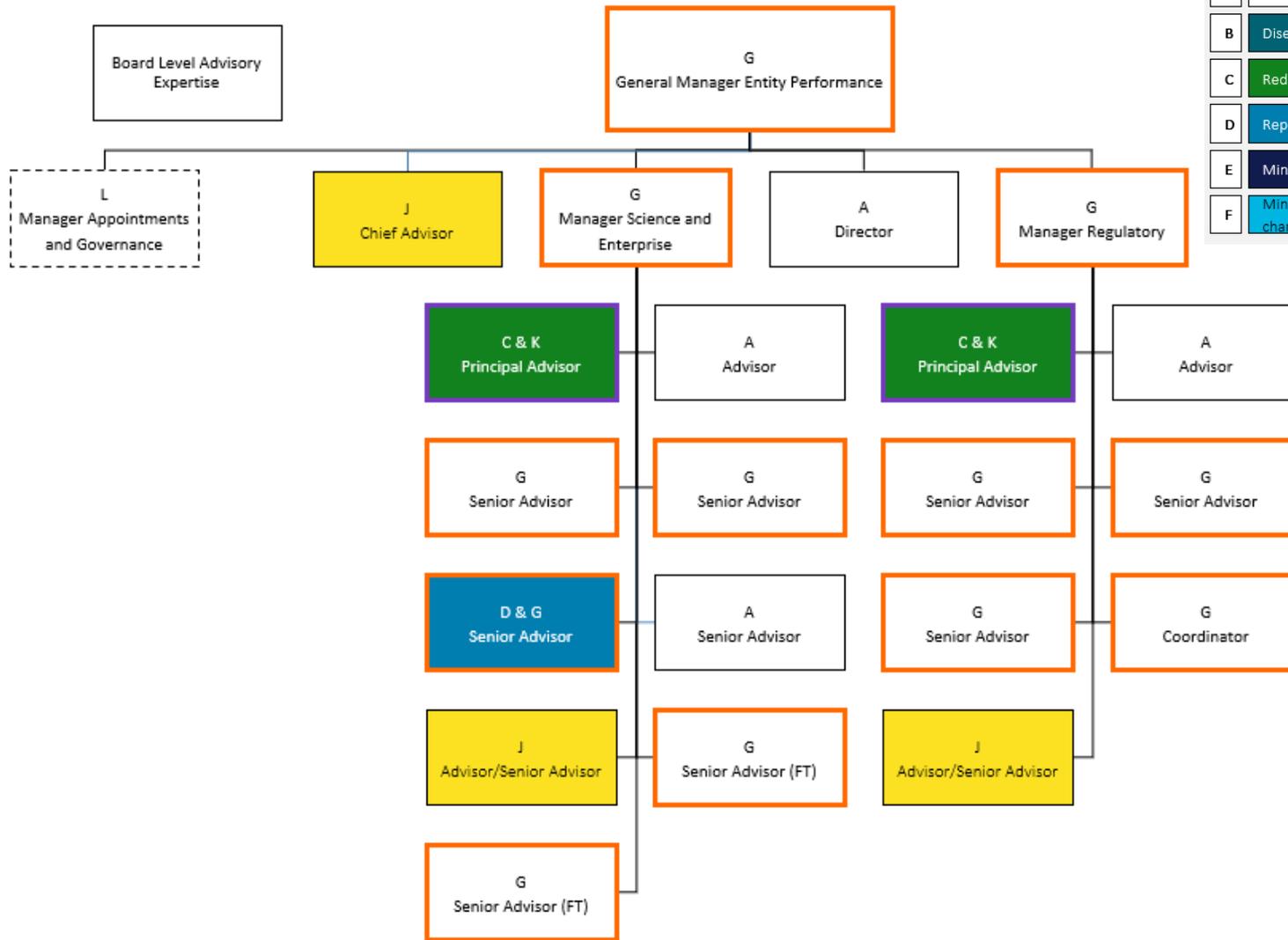
11. Tāwhaki (possible)

- c) The Regulatory Team would comprise a manager and seven staff, comprising; a Principal Advisor, 3 Senior Advisors, an Advisor, 1 Advisor/Senior Advisor and a Coordinator (shared across teams).
- d) The Science and Enterprise Team would comprise a manager and seven staff, comprising: a Principal Advisor, 4 Senior Advisors, an Advisor and 1 Advisor/Senior Advisor (not including the two current fixed term senior advisor roles recently approved).
- e) A Chief Advisor position is established.
- f) A Principal Advisor position is disestablished and there will be a contestable process for the 2 remaining Principal Advisor positions
- g) Two new Advisor/Senior Advisor positions are established
- h) One or more experienced Board Members are recruited on retainer.
- i) Increased resource is provided to enable an extra significant review each year.
- j) Consistent position descriptions to support cross-branch flexibility.
- k) The branch name is changed to 'Entity Performance' to better reflect the focus of the branch

We ask you to consider if the proposed changes achieve our desired outcomes.

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

Proposed org charts – EPI



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	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	Out of scope

Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	1
Number of positions proposed to be part of a contestable reconfirmation process	3
Number of proposed new positions	3
Number of proposed positions with minor changes such as minor scope, reporting line, branch etc.	15
Overall proposed change in positions	+2

Proposed new positions

Position title	Reporting line to	Status
Chief Advisor	General Manager	Permanent
Advisor/Senior Advisor	Manager Science and Enterprise	Permanent
Advisor/Senior Advisor	Manager Regulatory	Permanent

Proposed disestablished positions

Position title	Reporting line
Principal Advisor (x1)	Manager Economic and Regulatory Performance and Investment or Manager RSI Performance and Investment

Proposed minor changes

Position title	Description of change
General Manager, Entity Performance and Investment	Change in title to General Manager Entity Performance
Performance and Investment Coordinator	Change in title to Coordinator
Manager Economic and Regulatory Performance and Investment	Change in title to Manager Regulatory
Manager RSI Performance and Investment	Change in title to Manager Science and Enterprise
Senior Advisor Performance and Investment / Senior Advisor Entity Performance and Investment (x7)	Change in title to Senior Advisor
Senior Advisor Performance and Investment / Senior Advisor Entity Performance and Investment (x1)	Change in title to Senior Advisor; Change in reporting line to Science and Enterprise team

Appendix 1: Proposed Change Process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which would apply to any changes confirmed as a result of this consultation process. This includes reconfirmation, reassignment, and selection.

Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to take part in "contestable reconfirmation" via an Expression

of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

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.

Affected status

If you are a permanent employee, you would have affected status if, after final decisions are confirmed, your substantive position is disestablished, and you are not reconfirmed or offered direct reassignment into a position. Please note, you would not be considered affected if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the "same local area" or region).

New positions

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

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

Selection and Expression of Interest (EOI) process

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

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website. Refer to the “Recruitment for other existing MBIE vacancies” section below.

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

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

Please note that you will not be considered an affected employee 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).

Selection and Recruitment Timeline

Where possible 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. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is most suitable for the role.

Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to reach out to your People

Leader at the earliest opportunity if you have any concerns so these can be worked through with you on a case-by-case basis.

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

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

Process for casual and fixed term employees

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

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

Appendix 2: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

Wellbeing support and resources

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

confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are 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.
- 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](#)