



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

EPI Branch – Lifting our monitoring capability

Final Change Decisions

13 November 2025

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Introduction from Nic Blakeley

Tēnā koutou,

Thank you for your engagement and participation in this consultation process. I appreciate the constructive feedback provided on this change proposal. The feedback underlined the importance of the work that you do and the desire to have a high-performing monitoring function.

We received approximately 16 pieces of written feedback, and I have had a small number of conversations with individuals and groups throughout the consultation period. All feedback was gratefully received and carefully considered by me. This has helped shape my final decisions on this change proposal.

I was encouraged by the level of engagement in this process and the time that went into responding to the proposal. Overall feedback was positive of the direction outlined in the document. There was comment on specific details proposed particularly in relation to the Principal Advisors, the allocation of positions across teams and how the new roles will work. I've considered these submissions carefully in my final decisions.

Much of the feedback commented on ways of working and how to strengthen engagement across the branch and with other teams in MBIE. There was also a strong theme about building capability and providing development pathways for members of the team. Increasing the level of engagement our monitors have with Crown Entities was seen as one way to do this.

As we move forward with implementation our focus will include culture, leadership, and capability aspects that will support organisational excellence.

As I outlined in the proposal document and in the feedback you provided, this change is about lifting our capability including through shifts in skill sets and ways of working, structure is one way of enabling a broader shift.

I want to again acknowledge that change can be difficult and unique to each person. Please continue to consider what support you may need during this process and discuss this with your people leader or contact me directly.

A list of the teams and services available to support you as we navigate this transition period are included at the end of this document.

Ngā mihi nui



Nic Blakeley

Deputy Secretary, Labour Science and Enterprise

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 the branch and viewing the new organisational chart. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

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 People Leader or your General Manager will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE’s change process from page 14.

Let us know

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

Implementation approach

The implementation approach will be phased over the next couple of months, with the first step being the advertisement for a new General Manager of the branch. I would like the branch to continue with the new ways of working that have already begun under the monitoring improvement change and the previous improvements made in the appointments function. While the formal systems get updated, it is important that we start to embed the changes in how we work.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	13 November 2025
Advertise and start recruitment for General Manager role	14 November 2025
Phase ‘Go-live’ of new structure	From 1 December 2025

Confirming our case for change

Background

The consultation document outlined the case for change which was focussed on changes needed to lift MBIE's monitoring role to support the branch's enduring aspiration of:

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

The role of MBIE monitoring and appointments is increasing. 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.

Three critical improvements were identified to support MBIE's monitoring role. These were:

- i. Strengthened engagement
- ii. More strategic advice
- iii. Cross MBIE collaboration.

We identified that achieving these improvements would require the following key capability shifts:

- a. Senior expertise
- b. Expanded skill mix
- c. Strengthening ways of working.

Our drivers for change were largely identified during our monitoring improvement initiative planning, and include:

- 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.

These drivers informed the design principles and desired capability shifts outlined in the proposal. These were:

1. Teams shaped around logical groupings of entities
2. Clearly mapped entity 'account management'
3. Increased level of expertise and branch leadership
4. Access to senior governance experience
5. Investment in a stronger evidence base to support the monitoring function
6. More formalised and deepened arrangements between EPI, policy and wider MBIE teams, and
7. A branch culture of working more horizontally on issues

EPI Branch – Lifting our Monitoring Capability

Summary of changes proposed

To support the shifts described above the following changes to organisational structure and resources were proposed:

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

Consideration of feedback

I have carefully considered the feedback provided. I received approximately 16 pieces of written feedback and also some verbal feedback. There were some key themes in the responses that have informed my final decisions.

A number of the submissions were supportive of the different ways of working outlined in the proposal document. The three critical improvements identified in the proposal were strengthened engagement, more strategic advice and cross MBIE collaboration. Feedback was consistent with these three areas but also highlighted the need to work more collaboratively as a branch, ensuring monitors in the branch have greater visibility of information about the entities they are monitoring, a need to strengthen feedback and information loops, a need for development pathways for staff and a culture of sharing and openness.

As a result, your feedback strengthened my belief that this change is primarily about ways of working, building our capability within the branch, and deepening and broadening relationships so MBIE works cohesively as a high-performing Crown entity monitor. Structure and makeup of the teams is only one aspect of what we are aiming to achieve. While there was detailed feedback on this aspect, I have made my decisions with the knowledge that things will move over time and we need to build in flexibility to adapt to changes in our environment.

Your feedback on the Proposal

The majority of feedback indicated support for what we are trying to achieve with this change. The following table summarises feedback we received.

Feedback themes		Response
Support	<ul style="list-style-type: none"> Support noted across majority of feedback for change or need for change 	<ul style="list-style-type: none"> Noted
Ways of Working	<ul style="list-style-type: none"> A large number of suggestions on ways of working Horizontal relationships and information sharing formed a large part of this A need to be brought into more conversations with Ministers, Boards and Entity CEs was strongly recommended 	<ul style="list-style-type: none"> Noted Culture shift required within the branch and more of a focus on information sharing a key expectation Expectation for new GM to shape the branch ways of working and develop relationships to ensure more opportunities to bring relevant people into more communications There still may be restrictions and limits on some meetings, as we must balance and consider stakeholder expectations

Structure	<ul style="list-style-type: none"> Several different ideas on structure suggested, including different balances of positions and responsibilities within teams and branch, alternative suggestions on positions, reallocation of different positions within different teams 	<ul style="list-style-type: none"> Feedback on this has been considered and taken into account for confirmed changes
Reduction of Principal Advisor positions	<ul style="list-style-type: none"> Feedback highlighted the need to retain all 3 Principal Advisor roles to maintain expertise, relationships and overall support 	<ul style="list-style-type: none"> Agreed, 3 Principal Advisor positions will be maintained Accordingly, we will reduce number of new Advisor/Senior Advisor positions to 1 Advisor
Allocation of entities within teams	<ul style="list-style-type: none"> Request to relook at balance of entities and people responsible for working with them Some concern that proposed structure may not work in practice or span of control may not work Alternative suggestions on how this could be managed that tied in to structure of teams 	<ul style="list-style-type: none"> Adjustment in team structure hopefully will make entity balance easier Expectation that there will be a degree of flexibility in how these are managed by the branch, led by the GM and branch leadership team Entity split and role responsibility may still move and adjust over time as needed, being supported by the horizontal ways of working within the branch
Development	<ul style="list-style-type: none"> More consideration around development pathways for career growth 	<ul style="list-style-type: none"> Structure can limit this to an extent Where possible, acting or secondment opportunities should be encouraged within the branch Clear development goals should be set with your people leader
Alternative naming suggestions	<ul style="list-style-type: none"> Suggest retaining team name of Economic and Regulatory team Suggest retaining branch name of Entity Performance and Investment 	<ul style="list-style-type: none"> Majority of responses did not note naming of teams or branch so decision to continue with proposed branch and team names
Clarity of roles	<ul style="list-style-type: none"> Some feedback sought clarity on the nature of roles, eg clarification on the Chief Advisor vs the Director role 	<ul style="list-style-type: none"> As noted, in the proposal document the focus is on building monitoring capability. Having a range of experienced roles at a senior level supports us to do this
Position Descriptions	<ul style="list-style-type: none"> Some additional suggestions for position descriptions 	<ul style="list-style-type: none"> Feedback from proposal and alternative suggestions have seen some of these suggestions incorporated

		<ul style="list-style-type: none"> Some small additions made to ensure PDs capture expectations of the role and how the new branch will operate
Information Sharing	<ul style="list-style-type: none"> Suggestions to set up agreed frameworks with stakeholders, building on information sharing 	<ul style="list-style-type: none"> Will need to be something for GM to consider and look to work through to build on cross-collaboration

Confirmed changes

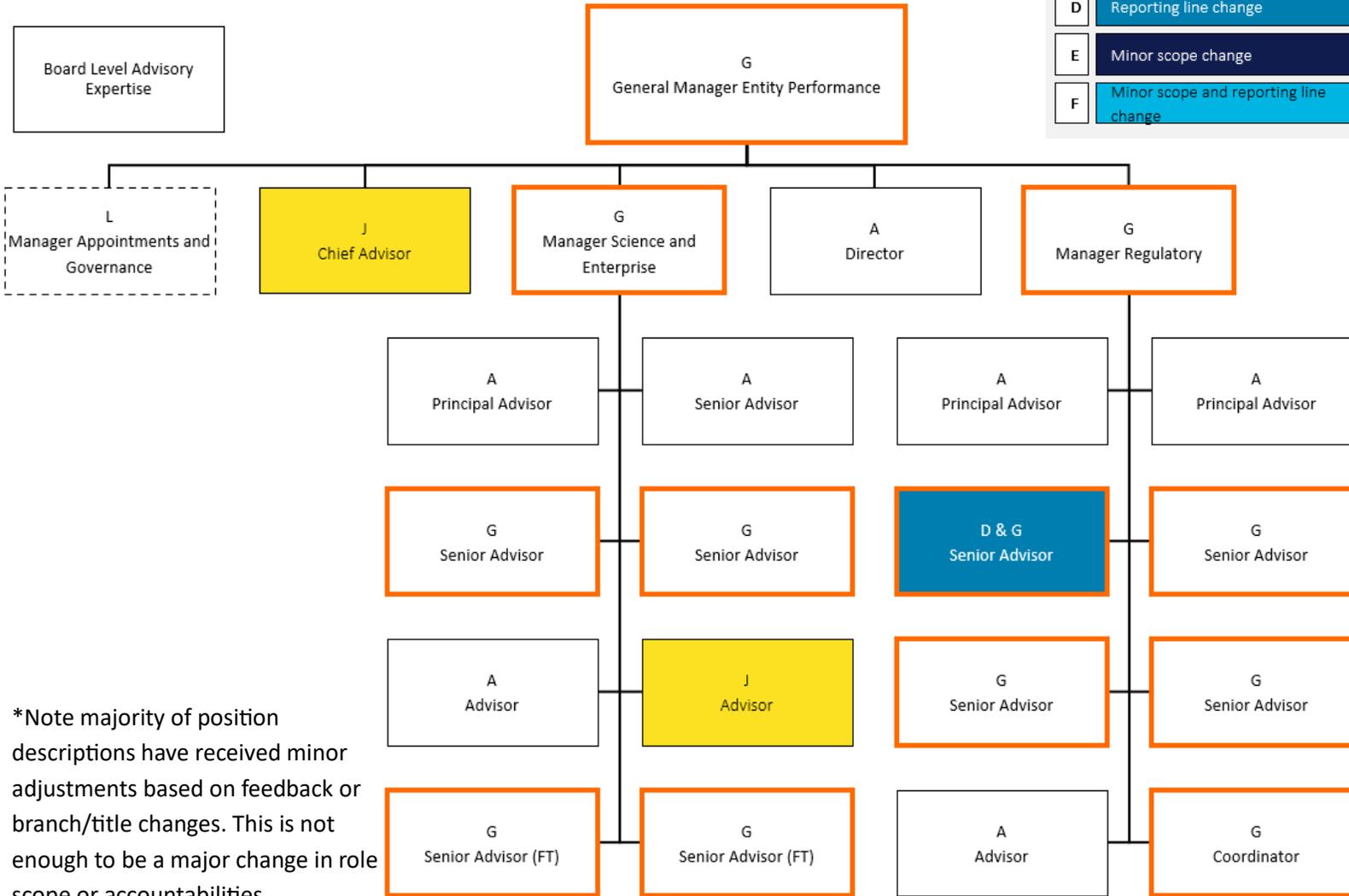
Therefore, the confirmed changes in the new structure are:

- The Economic and Regulatory Team will be renamed the Regulatory Team and it will monitor the entities outlined in the proposal. My expectation is that we are agile in our approach to resourcing so this does not have to be a fixed arrangement and there may be some shifts in crown entity allocation as work progresses. It will be up to the General Manager and leadership of the branch to work this through. The crown entities to be monitored by the Regulatory Team are:
 - WorkSafe New Zealand, Electricity Authority, Energy Efficiency and Conservation Authority, Crown Regional Holdings Limited, Financial Markets Authority, Retirement Commission, Takeovers Panel, Commerce Commission (coming), External Reporting Board (coming), Accreditation Council (possible).
- The Science Innovation & Technology (SIT) Team is confirmed as renamed the Science and Enterprise Team. As above, while I expect there to be a degree in flexibility in how the teams operate, the proposed allocation of crown entities to this team is confirmed as:
 - New Zealand Trade and Enterprise, Invest New Zealand, New Zealand Growth Capital Partners Limited, Tourism New Zealand, New Zealand Institute for Bioeconomy Science, New Zealand Institute for Earth Science, New Zealand Institute for Public Health and Forensic Science, New Zealand Institute of Advanced Technology (in establishment), Callaghan Innovation (disestablishment entity), The Research Education Advanced Network New Zealand (REANNZ)
- Following feedback, I have made some changes to the allocation of staff across the two teams. The Regulatory Team is confirmed as having a manager and 8 staff comprising: 2 Principal Advisors, 4 Senior Advisors, an Advisor, and a Coordinator (shared across teams).
- The Science and Enterprise Team is confirmed as having a manager and 8 staff, comprising: a Principal Advisor, 3 Senior Advisors, and 2 Advisors, one of which is a new position, and 2 Fixed Term Senior Advisors.

5. I have confirmed my decision to create a Chief Advisor position and as discussed when I released this consultation document, [Privacy of natural persons] will move into this position following his decision to step away from the General Manager role. This enables us to continue to benefit from [Privacy of natural person] extensive relationships with Crown Entity Boards and provide that experienced support for the new General Manager and wider branch capability.
6. Following feedback on the disestablishment of a Principal Advisor position I have decided to retain this position so the number of Principal Advisors remains at 3. Therefore, no contestable process will be required.
7. As a result of my decision to retain the 3 Principal Advisor positions I will now create only 1 new position at the level of Advisor.
8. One or more experienced Board Members will be engaged on contract.
9. Increased resource will be provided to enable a significant review each year.
10. Confirming positions descriptions will be consistent to support cross-branch flexibility. Position descriptions have been further revised to pick up themes from the feedback including the need to work together, develop and build capability at all levels, ensure everyone has access to information to do their job well and building relationships at all levels across MBIE and with Crown entity stakeholders.
11. The branch name is confirmed as changed to 'Entity Performance'.

Confirmed organisational chart – Entity Performance

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



*Note majority of position descriptions have received minor adjustments based on feedback or branch/title changes. This is not enough to be a major change in role scope or accountabilities

Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	0
Number of positions to be part of a contestable reconfirmation process	0
Number of new positions	2
Number of positions with minor changes such as minor scope, reporting line, branch etc.	12
Overall proposed change in positions	+2

New positions

Position title	Reporting line	Status
Chief Advisor	General Manager	Permanent
Advisor	Manager Science and Enterprise	Permanent

Reconfirmed with 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 Regulatory team

Reconfirmed

Position title	Description of change
Senior Advisor	Reconfirmed
Advisor (x2)	Reconfirmed

Appendix 1: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions.

This includes reconfirmation 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.

New positions

All new positions that are not filled will be advertised.

Review process

If you disagree with the application of this process, including for example your reconfirmation 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](#))
- 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](#)