

Langa Le Vā

Proposal for Change

12 November 2025

Te Kāwanatanga o Aotearoa
New Zealand Government

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Introduction

Tēnā koutou,

We have a clear signal from the Government that its focus is squarely on economic growth. Our MBIE Ministers have set priorities which centre on unleashing the potential of New Zealand businesses to grow, develop talent, and attract investment.

It remains a priority for MBIE and the public service to ensure we have a focus on delivering key outcomes, responsible spending, and achieving value for money for all New Zealanders. As an organisation this means we need to continue to adapt and evolve, to ensure we are best set up to respond to Government priorities and decisions.

The intended outcome is to ensure MBIE is positioned for effective delivery and ensure our functions best reflect our core services, priorities, and capabilities.

This proposal seeks to change the way that the Ministry is organising itself to focus on Pacific policy considerations. It includes retaining our leadership of the Tupu Tai Programme to continue its implementation across the public service. Roles that are currently sitting in the Langa Le Vā Pacific Policy team would be integrated into other economic growth focused policy teams to advance initiatives that foster inclusive economic growth for all New Zealanders.

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 know you will show kindness to your colleagues during this time. Please consider what support you may need during the consultation process and ensure that you look at the range of support options available later in this document.

Ngā mihi nui



Robyn Henderson

Overview of this proposal

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

Understanding proposed changes to your position

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

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

Proposed change process

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

Providing feedback

Your feedback is important to the success of any changes we make, and I invite you to share your perspective, based on your unique experience of our mahi.

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 written or verbal feedback, please email Silvia Isaac (P&C Advisor) via Silvia.Isaac@mbie.govt.nz.

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

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

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Wednesday, 12 November 2025
Consultation closes	Wednesday, 26 November 2025
Feedback reviewed and considered	Thursday, 27 November to Friday, 5 December 2024
Final decision	Monday, 8 December 2025
Go-live of new structure	Monday, 15 December 2025

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 or GM. While there may be alternative support options, we will also be clear about limitations on the services that MBIE can provide.

Case for change

Background

The Government has high ambitions for New Zealand's economic growth. The *Going for Growth* programme lays out the approach the Government is taking to make New Zealand's economy grow faster, and to increase living standards and opportunities for all New Zealanders.

All of MBIE's portfolios have some impact on how New Zealanders live, work and do business. The scale and nature of these impacts can vary across different communities and demographic groups. To ensure that MBIE is integrating considerations and perspectives of different population groups within its advice, it is important that these considerations are embedded across portfolios. This includes Pacific Peoples, alongside other population groups.

The Langa Le Vā team has led the development and implementation of the Alo Vaka programme over a number of years. Recently a decision was made to transition this programme to the Ministry of Social Development (MSD) for implementation from 1 January 2026. This programme has already supported hundreds of Pacific workers into higher skilled jobs and its transition to MSD will ensure that it can continue this important work alongside the other employment programmes, with a similar focus, which MSD administer.

Other programmes previously managed by the team (such as the Pacific Procurement Support Service) concluded in 2024 as they were no longer aligned with the priorities of the current government.

This has resulted in the Langa Le Vā team having a smaller work programme, with key items being the management of the Tupu Tai Programme, advancing specific research topics on Pacific businesses within the New Zealand economy, and stewardship of the Mataka framework.

It is also a team that currently combines roles focused on policy advice with others that look after operational delivery. While this isn't completely unusual, it doesn't optimise the delivery of these functions by locating like-for-like capabilities together.

How we need to respond

In light of the government's demands for advice on economic growth, which needs to be met from existing resources, the relatively small scope of the current Langa Le Vā work programme, and a desire to locate similar capabilities together, MBIE is proposing to move and integrate the two core functions into other related teams with similar skill sets.

The Tupu Tai Programme, as a cross-agency initiative to build participation of Pacific graduates in policy careers, will continue in its current form and be managed from the Economic Growth Programmes team in the Economic Growth Branch. Tupu Tai is an important capability building initiative for the public sector to ensure the Government is growing the number of Pacific graduates entering and advancing within the public sector workforce.

Alongside this shift, the three policy roles from the Langa Le Vā team (including one current vacancy) will be integrated into the policy function within the Economic Growth branch to continue their work on Pacific business potential, and to contribute to the delivery of advice underpinning the Government's *Going for Growth* programme.

This larger policy resource will continue to focus on developing advice on how the economy can grow in a way that is benefiting all New Zealanders. Integrating these perspectives will enhance the breadth of this advice.

This represents a change in organisational design from having a small dedicated team on Pacific policy, to integrating it into our broader economic growth advice.

What has not changed is the contribution that Pacific businesses make to New Zealand's economy. MBIE needs to continue to have a role in ensuring that this contribution can be harnessed and grown across its portfolios including Economic Growth, Small Business & Manufacturing, Science, Innovation & Technology and Commerce and Consumer Affairs, as well as others.

MBIE will maintain its responsibility to support the economic wellbeing of Pacific communities, using the full range of levers at its disposal, including regulatory and business development.

The Mataka framework will continue as a resource that is available to MBIE's teams to draw on as they assess the implications of their work on Pacific communities.

The Ministry needs to ensure that it is producing sound advice to all portfolio Ministers on policy matters, and that it includes an assessment of perspectives from, and impact on, different communities, regions and demographics.

The Ministry is committed to building internal capability that enables the delivery of well-rounded advice that reflects a range of perspectives as appropriate to the situation. Our internal focus on lifting policy capability must include how to understand and advise on the impact of our work on different communities and population groups. This is supporting via our working relationships with the different population-focused agencies, including the Ministry for Pacific Peoples.

To implement this proposal, it will be necessary to commence a change process with our people, and we are using MBIE's established change processes to implement the required changes for those people who work in the Langa Le Vā team.

Key points about the change

This consultation outlines our proposal to transition the Tupu Tai Programme to a new home within MBIE and to integrate the existing policy resource within the wider economic growth advice.

There will be expectations set for all General Manager and Managers that they need to ensure that the implications of their work on different population groups including Pacific Peoples is factored into their advice.

The following changes are proposed

- A change of reporting line for the Programme Manager, Advisor and Programme Coordinator roles supporting the Tupu Tai Programme into the Economic Growth Programmes team, reporting to the Programme Director.

- A change of reporting line for the three policy roles which would move to the Economic Development Policy team within the Economic Growth branch.

- The disestablishment of the Manager Langa Le Vā.

We welcome your thoughts on this proposal. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on 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](#).

Desired outcomes

How we'll measure success

We will measure how we have achieved these desired outcomes through:

- Providing sound policy advice to all portfolio Ministers, including assessments of perspectives from, and impacts on, diverse communities, regions, and demographics.
- Ensuring a smooth transition of the Tupu Tai Programme to underpin its continuity and future success.
- Thoughtfully reallocating existing policy resources to better integrate Pacific peoples' perspectives into current and future policy mahi.

I invite your feedback on this proposal.

Scope of this change

The proposed changes set out in this document aim to appropriately redirect existing resources within the Pacific Policy team toward initiatives that support inclusive economic growth for all New Zealanders.

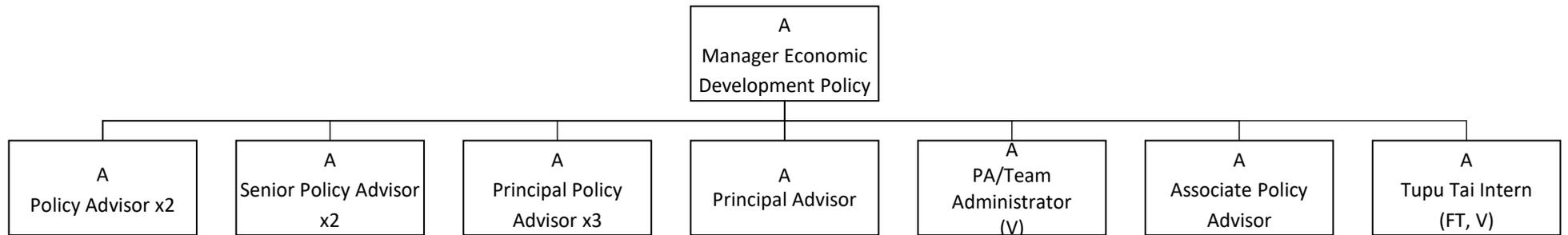
To support the desired change, the following elements will guide our decision making:

- Recognising the continued contribution that Pacific businesses make to New Zealand's economy.
- Continued commitment to embed perspectives of different population groups across portfolios.
- Transition of the Alo Vaka work programme to the Ministry of Social Development in January 2026.
- Focus on building internal capability that supports the delivery of well-rounded advice, informed by a diverse range of perspectives appropriate to each context.

Current organisational chart – Economic Development Policy

KEY

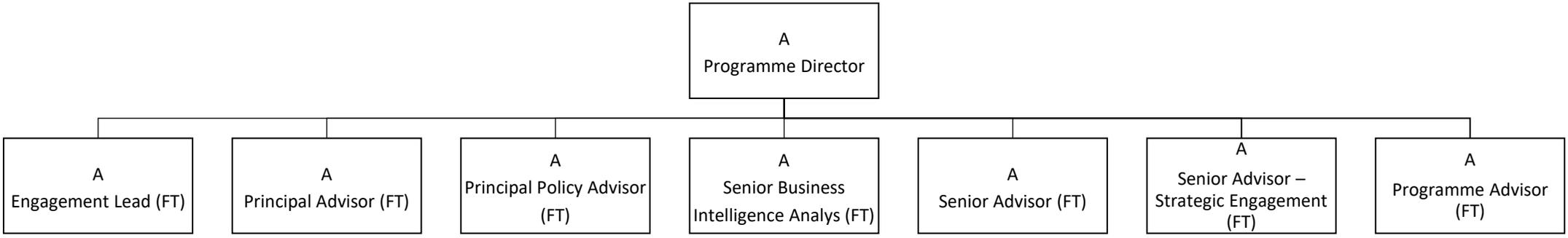
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Current organisational chart – Economic Growth Programmes

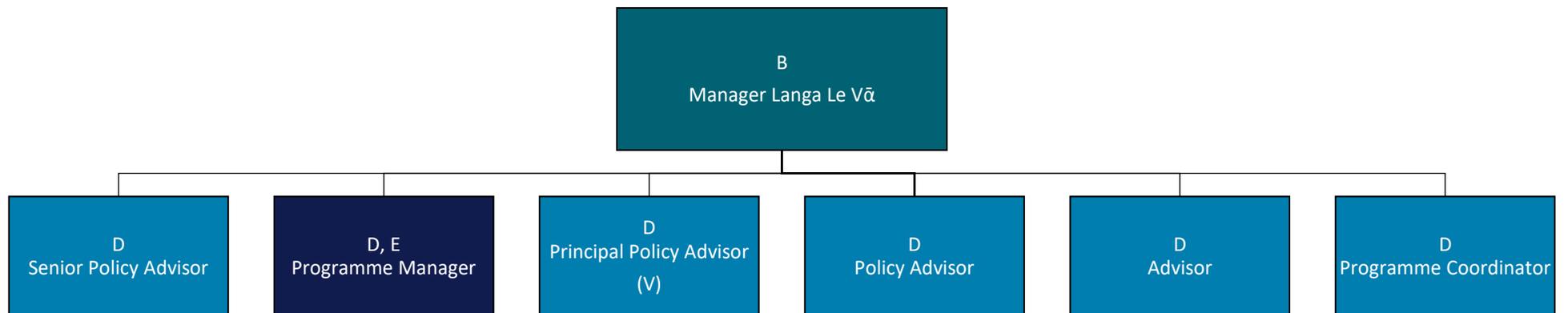
KEY

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F	Minor scope and reporting line change	L	Contestable reassignment



Current organisational chart – Langa Le Vā (with proposed outcomes)

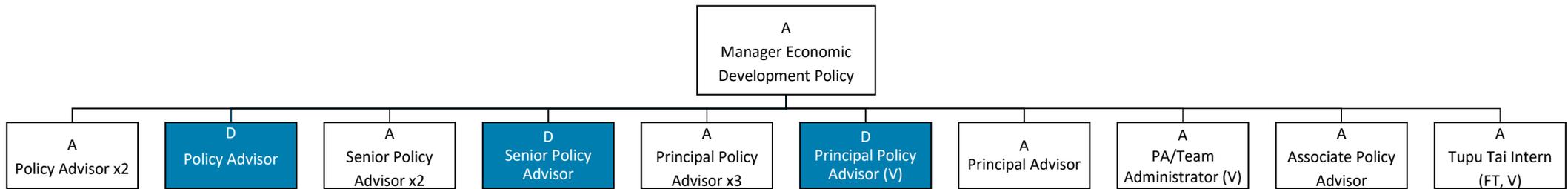
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Proposed organisational chart – Economic Development Policy

KEY

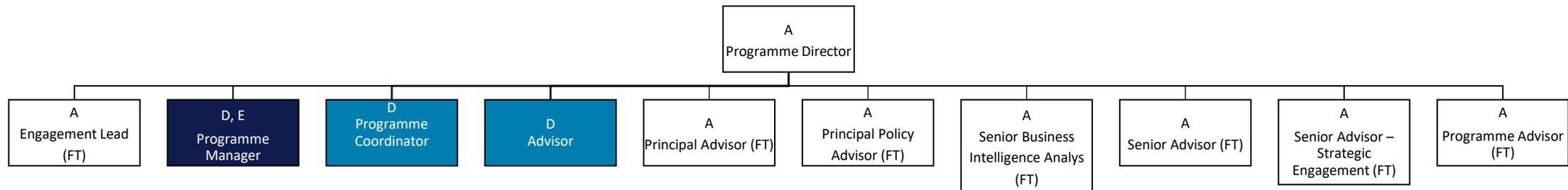
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Proposed organisational chart – Economic Growth Programmes

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
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Summary of proposed changes

Overall proposed changes	FTE
Number of positions proposed to be disestablished	1
Number of proposed new positions	0
Number of proposed positions with minor changes such as minor scope, reporting line, branch etc.	6
Overall proposed change in positions	-1

Proposed disestablished positions

Position number	Position title	Reporting line	Branch
16209700	Manager Langa Le Vā	General Manager Economic Growth	Economic Growth

Proposed minor changes

Position number	Position title	Team/ Branch	Description of change
16221157	Programme Coordinator	Economic Growth Programmes / Economic Growth	Change in reporting line
16216770	Advisor	Economic Growth Programmes / Economic Growth	Change in reporting line
10146680	Programme Manager	Economic Growth Programmes / Economic Growth	Change in reporting line and scope
10091420	Senior Policy Advisor	Economic Development Policy / Economic Growth	Change in reporting line
16207212	Policy Advisor	Economic Development Policy / Economic Growth	Change in reporting line
10166510	Principal Policy Advisor (V)	Economic Development Policy / Economic Growth	Change in reporting line

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.

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).

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.

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](#)