



# Langa Le Vā

## Final Change Decisions

8 December 2025

# Contents

Introduction	1
Implementation and embedding change	3
Langa Le Vā team	4
Summary of changes	6
Appendix 1: Proposed Change Process	11
Appendix 2: Support through change	13
	14

## Introduction

Tēnā koutou,

Thank you for your engagement and participation in this consultation process. I appreciate the constructive feedback provided on the change proposal, which reflects a clear desire to retain dedicated Pacific policy capability within MBIE.

We received one group submission with written feedback, and this feedback was valued and carefully considered, including insights on our approach to future change processes.

The submission highlighted the strategic, statutory, and stewardship importance of Pacific policy work, with a view that this is best achieved via a stand-alone team. It outlined concerns around the Ministry's ability to deliver ongoing policy advice on the needs of and opportunities for Pacific communities and businesses if this isn't structured as a dedicated team. Feedback noted that integrating Pacific policy capability across other teams could risk losing coherence, accountability, and influence because these roles require cultural fluency, specialist knowledge, and trusted relationships.

There were also concerns about the proposed structural changes, including the suggestion for the Advisor and Programme Coordinator to report to the Programme Manager for programme items. I have considered this feedback carefully in making my final decisions. This document includes measures that help address the risks that have been presented in the feedback on the change proposal.

I acknowledge that change can be challenging and experienced differently by each person. Please consider what support you may need during this process and ensure that you look at the range of support options available later in this document or contact me directly.

A list of teams and services available to support you during this transition is included at the end of this document.

Ngā mihi nui



**Robyn Henderson**  
General Manager Economic Growth

# 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 business unit and viewing the new organisational charts. You can also find 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 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 let me know or email [Silvia.Isaac@mbie.govt.nz](mailto:Silvia.Isaac@mbie.govt.nz). These decisions have been shared with the Public Service Association (PSA).

## Implementation approach

The Langa La Vā team has made a significant contribution to the Ministry's work and our implementation of this change needs to recognise that. We also need to

ensure the branch, and the wider Ministry retains Pacific expertise and continues to champion insights and advice that advance the potential of Pacific businesses.

## Implementation timeline

Activity	Indicative Timeframes
Final decision released	Monday, 8 December 2025
'Go-live' of new structure	Monday, 15 December 2025

## Confirming our case for change

The Government has set ambitious goals for accelerating New Zealand's economic growth and improving living standards for all New Zealanders. The *Going for Growth* programme outlines the approach to achieving these objectives, with a strong emphasis on inclusive growth that reflects the diverse communities within New Zealand.

MBIE plays a critical role in shaping how New Zealanders live, work, and do business. To ensure that policy advice is well-rounded and considers the perspectives of different population groups, including Pacific Peoples, MBIE has for some years maintained dedicated capability in this area through the Langa Le Vā team. This team has led initiatives such as the Alo Vaka programme, which successfully supported hundreds of Pacific workers into higher-skilled employment. Alo Vaka is currently transitioning to the Ministry of Social Development (MSD) from 1 January 2026, where it will continue alongside other employment programmes with similar objectives.

With a smaller work programme, focused on the Tupu Tai internship programme, targeted research on Pacific businesses, and stewardship of the Mataka framework, the team currently combines policy and operational delivery roles.

MBIE needs to ensure resources are deployed effectively to meet growing demands for economic growth advice within existing budgets. The proposal integrates the remaining functions of Langa Le Vā into teams with similar skill sets, enabling better alignment and strengthening MBIE's ability to deliver quality policy advice.

This model is a feature of the Ministry's organisational approach which helps to ensure that we can deliver on the strategic programme responsibilities as well as build our policy leadership via ongoing capability development within policy

teams. This model can ensure that we continue delivering Tupu Tai well across the public service and provide Pacific policy advice as required.

# Langa Le Vā team

## Summary of changes proposed

To strengthen MBIE’s economic growth advice by better aligning resources, while continuing to embed diverse community perspectives—particularly those of Pacific Peoples—into policy development, we proposed the following:

- 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.

## Consideration of feedback

I have carefully considered the feedback provided - a group submission from the Langa Le Vā team. There were some key themes in the submission that highlight that there are different options around structuring resource that focuses on Pacific policy and programme interests. I acknowledge that there are potential benefits and risks from different options, and that measures are required to respond to these, depending on the confirmed option. As a result, I am confirming that the proposed change will proceed with some modification and have sought to respond to the feedback themes below.

## Your feedback on the Proposal

The majority of feedback emphasises a strong preference to retain the Langa Le Vā team, recognising its unique contribution and value. Feedback notes that the proposal would benefit from a clearer rationale and stronger alignment with MBIE’s strategic and stewardship responsibilities, as well as ensuring Pacific perspectives are embedded through defined leadership and accountability. The following table summarises the feedback we received.

General feedback themes		Response
<b>1. Proposal Rationale and Risks of Generic Integration</b>	<ul style="list-style-type: none"> <li>• Strong preference to retain Langa Le Vā team, recognising its unique value.</li> <li>• Proposal would benefit from a clearer rationale addressing strategic, economic, and stewardship considerations.</li> <li>• Pacific policy work cannot be absorbed into generic roles; it requires cultural fluency, specialist knowledge, and trusted relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• We understand the desire to retain the team and acknowledge the important and impactful work that it has overseen. The team should feel rightly proud of this.</li> <li>• It is critical that MBIE portfolios embed different perspectives into their policy advice; however, a stand-alone team can at times detract from this emphasis.</li> </ul>

	<ul style="list-style-type: none"> <li>Embedding Pacific perspectives across portfolios needs defined leadership and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>The Economic Growth Branch is committed to retaining Pacific expertise and championing the delivery of insights and advice that advance the potential of Pacific businesses</li> <li>We agree that Pacific policy is not a generalist role, and that cultural fluency is essential to understand needs and opportunities in a meaningful and genuine way.</li> </ul>
<b>2. Need for Pacific Policy Leadership</b>	<ul style="list-style-type: none"> <li>MBIE has statutory obligations under the Public Service Act and stewardship responsibilities.</li> <li>Pacific work is strategically and economically critical given demographic trends.</li> <li>Removing capability now creates long-term risks.</li> <li>Pacific policy requires technical expertise, cultural fluency, and leadership.</li> <li>At minimum, a principal-level Pacific policy expert and accountability framework are essential.</li> <li>Current proposal does not align with Te Ara Amiorangi's leadership focus.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that there are strong strategic and economic reasons to focus on Pacific economy opportunities given the demographic trends.</li> <li>The intent is to fill the vacant Principal Policy Advisor position with a candidate with expertise in developing Pacific policy advice who would sit in the Economic Development Policy team. This role will be important to act as an anchor within the Economic Development Policy team and ensure we maintain Pacific policy capability.</li> </ul>
<b>3. Resourcing Challenges and Stewardship Risks</b>	<ul style="list-style-type: none"> <li>Reduced outputs are due to prolonged under-resourcing, not lack of value.</li> <li>When appropriately resourced, the team delivered significant initiatives (Mataka framework, Tupu Tai, Alo Vaka).</li> <li>Proposal undervalues broader contributions beyond Pacific business potential.</li> <li>Disestablishment risks fragmented advice, policy blind spots, and loss of institutional knowledge.</li> <li>Competing priorities may deprioritise Pacific perspectives.</li> </ul>	<ul style="list-style-type: none"> <li>The Langa Le Vā team has delivered a number of important initiatives which have made a real difference to Pacific communities and strengthened MBIE's understanding of Pacific needs and opportunities.</li> <li>We acknowledge the risk of losing institutional knowledge and challenge of competing priorities. Unfortunately, this is always a consideration for the Ministry and there is an onus on leaders to ensure MBIE continues its work to "grow New Zealand for all".</li> <li>We will maintain an Economic Growth Branch that includes a focus on Pacific policy topics as well as continuing the oversight of the Tupu Tai programme.</li> </ul>
<b>4. Reputational Considerations</b>	<ul style="list-style-type: none"> <li>Removing the dedicated team does not align with MBIE's commitment to Pacific economic wellbeing.</li> <li>Redistribution of staff is not a substitute for strategic leadership.</li> <li>Disestablishment sends negative signals to Pacific communities and contradicts trends across other agencies strengthening Pacific capability.</li> <li>Risks MBIE's credibility and relationships.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the risks raised and will work to manage them by continuing to maintain our existing relationships with other stakeholders including The Treasury, the Ministry for Pacific Peoples, Auckland Council and others.</li> <li>In addition, we will explore mechanisms to ensure Pacific perspectives remain embedded in MBIE's policy advice and decision-making, even without a dedicated team.</li> </ul>

		<ul style="list-style-type: none"> <li>We will also consider how to retain institutional knowledge and provide strategic leadership on Pacific economic wellbeing within the Economic Growth Branch.</li> </ul>
<b>5. Capability Gaps and Alternative Options</b>	<ul style="list-style-type: none"> <li>The continuation of the Tupu Tai programme is positive, but it cannot replace Pacific policy expertise. The programme supports graduate pipeline, not system stewardship or complex policy analysis.</li> <li>Viable alternatives were not adequately explored, such as retaining the team within ESIP or creating a central leadership role to maintain coherence and accountability.</li> <li>Should proposal proceed, it is recommended that the Advisor and Programme Coordinator report to the Programme Manager on programme-related items, separate from performance and development oversight.</li> </ul>	<ul style="list-style-type: none"> <li>Our intention was not to position the Tupu Tai Programme as a replacement for Pacific policy expertise. We agree that the Tupu Tai Programme is a valuable pipeline to lifting the level of participation within the public sector and not a substitute for capability on complex policy advice.</li> <li>We considered the option of shifting the team to the Employment, Skills and Immigration Policy branch but given the focus on integration within wider economic growth functions, this option was not preferred.</li> <li>The notion of having a dotted reporting line from the Advisor and Programme Co-ordinator to the Programme Manager has merit and we can incorporate this into the final structure.</li> </ul>
<b>6. Embedding Cultural Competence in Change Process</b>	<ul style="list-style-type: none"> <li>Future processes should include Talanoa engagement with decision-makers, culturally appropriate closure, legacy documentation, and Pacific leadership guidance.</li> <li>These steps should uphold MBIE values.</li> </ul>	<ul style="list-style-type: none"> <li>We appreciate the suggestions and acknowledge that embedding culturally competent practices in change processes is important. We are considering how steps such as Talanoa engagement, culturally appropriate closure, legacy documentation, and Pacific leadership guidance can be incorporated, and are seeking advice on what this could look like.</li> </ul>

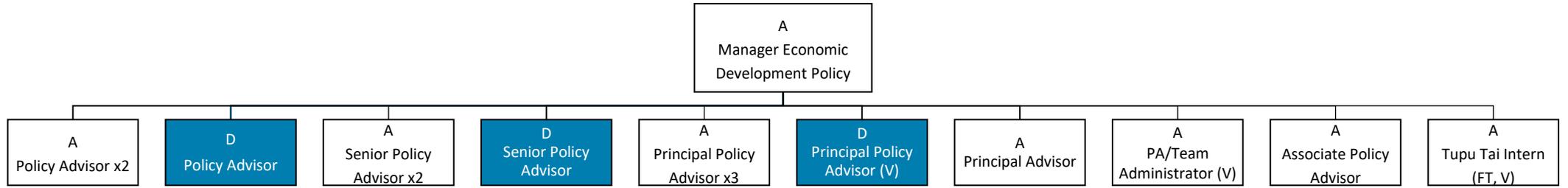
## Confirmed changes

1. The formal reporting line for the Programme Manager, Advisor, and Programme Coordinator roles supporting the Tupu Tai Programme will move to the Economic Growth Programmes team, reporting to the Programme Director.
2. The Programme Coordinator and Advisor will informally report to the Programme Manager on programme items related to the Tupu Tai Programme.
3. The three policy roles will shift to the Economic Development Policy team within the Economic Growth branch.
4. The Manager Langa Le Vā role will be disestablished.

## Confirmed organisational chart – Economic Development Policy

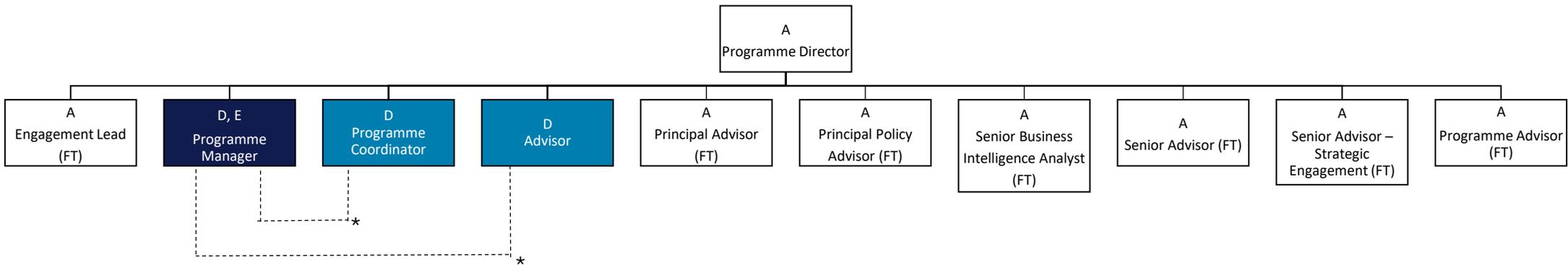
**KEY**

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



# Confirmed 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
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



\*Informal reporting line on programme items related to the Tupu Tai Programme

# Summary of changes

## Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	-1
Number of positions to be part of a contestable reconfirmation process	0
Number of new positions	0
Number of positions with minor changes such as minor scope, reporting line, branch etc.	6
Overall reduction in FTE	-1

## Disestablished positions

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

## Reconfirmed with 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 will apply to any changes confirmed as part of the final decisions.

This includes reconfirmation, reassignment, selection, and redeployment.

### 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.

### 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.

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

## 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 General Manager
- 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](#)