



**Te Tāhuhu o
te Mātauranga**
Ministry of Education

NGĀ WHAKATAUNGA | DECISIONS DOCUMENT

SUMMARY – NOVEMBER 2022

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Ka Hikitia! Ka hikitia! Hiki, hikitia!

Whakarewa ki runga rawa

Herea kia kore e hoki whakamuri mai

Poua atu Te Pūmanawa Māori

He Mana Tikanga

Me Te Uri o Māia Poipoia ngā mokopuna

Ngā rangatira mo āpōpō

Ka tihei!

Tihei mauriora!

Encourage and support!

And raise it to its highest level!

Ensure that high achievement is maintained

Hold fast to our Māori potential

Our cultural advantage and our inherent capability

Nurture our young generation the leaders of the future

Behold, we move onwards and upwards!

He kupu whakataki | Introduction

Purpose of this Summary of Ngā Whakataunga | Decisions Document

This document summary provides an overview of the confirmed decisions on the changes Te Tāhuhu o te Mātauranga | Ministry of Education and Te Mahau, its structure and roles within its groups which were proposed in internal consultation from 12 October-7 November 2022.

These decisions have been made by Te Tumu Whakarae mō te Mātauranga | the Secretary for Education and Te Ohu Poutoko | The Leadership Team in full consideration of the valuable, expansive and heartfelt feedback that our kaimahi have provided on the proposals during Te Whakawhiti Kōrero | Consultation.

Consultation process and engagement

Te Whakawhiti Kōrero | Consultation was held over three and a half weeks, with consultation opening with affected and impacted kaimahi on Wednesday, 12 October 2022, and to all kaimahi on Friday, 14 October 2022, closing at 5pm on Monday, 7 November 2022. During this period, we sought feedback from more than 5,300 of our people, with around half of these using the ConsiderThis platform.

Hautū, Pou Ārahi and other senior leaders also engaged with people in their business groups directly, in almost every office location, with teams, groups of kaimahi, and with individuals.

Context for change

These decisions are another important step on our path as we continue to embed the organisational design for Te Tāhuhu o te Mātauranga | Ministry of Education and Te Mahau. It builds on the foundations outlined in the Decision Document of June last year which created Te Mahau and redesigned Te Tāhuhu o te Mātauranga, providing our new overarching structure and leadership.

The Ministry's purpose

We shape an education system that delivers equitable and excellent outcomes. We fulfil this purpose through two distinct roles:

- Our shaping role is where we work on the policy, settings and performance of the education system so that it is well placed to deliver outcomes for ākonga and their whānau, from early learning through schooling and tertiary education.
- Our operational role is where we deliver services and support nationally, regionally and locally. This includes our regulatory role and some important services that we provide directly to ākonga and whānau, such as specialist learning support, although most of our services are delivered through the education sector workforce and others that work with them.

The strength of our system depends on us working closely with our national partners (the Tertiary Education Commission [TEC], the New Zealand Qualifications Authority [NZQA], Education New Zealand, the Teaching Council and the Education Review Office [ERO]), other government and education agencies, and with the sector (early learning, compulsory and tertiary). It also depends on our relationships we all have with others in the community including iwi, employers and non-government organisations.

A mandate for change

The Government's 'Supporting All Schools To Succeed' decisions following the independent review of Tomorrow's Schools gave us a clear mandate for change. It found that there was a wide variability in outcomes for ākonga¹ with Māori, Pacific, disabled and disadvantaged ākonga and whānau being systemically underserved. The review found that schools and kura are often under pressure, operating on their own, and with limited access to knowledge, skills and best practice. There was also a need to rebuild trust throughout the system, with relationships between schools, kura and central government being highly variable.

In response, the [Government signalled changes](#) to the design of Te Tāhuhu o te Mātauranga and to the work we do. These included:

- Establishing a more responsive, accessible and integrated local support function for early learning services and schools by substantially rebalancing the Ministry of Education towards more regional and local support, through the establishment of a separately branded business unit, the Education Service Agency (now established as Te Mahau).
- Stronger arrangements to underpin principal leadership of the schooling system.
- A better balance between local and national responsibilities for the network of schooling property and provision.
- Establishment of a nationally based Curriculum Centre (as part of the Education Service Agency) to provide curriculum leadership and expertise.

The focus of these changes

These changes are the first time we have had the opportunity to step back and design Te Tāhuhu o te Mātauranga in detail. These changes put the leadership structure and roles within our groups in place to support how we work to provide locally, regionally and nationally integrated services, and provide support and challenge to improve the overall system.

The changes are deliberately focused on leadership and management roles so that the scope of significant change and number of affected people was limited. It is not an end point, and we expect there will be iterative changes and improvements as we evolve Te Tāhuhu and Te Mahau to meet the changing needs of the system. Structure is an enabler. These changes are about how we organise ourselves to do our job. How we work, internally and externally to design, deliver and evaluate pedagogy, policy and practice.

¹ SWC-19- MIN-0153

Ngā kaupapa matua i ngā kōrero whakahoki | High-level feedback themes

This section reflects what we have heard; it does not respond to the feedback – this is outlined in the following section '[Connecting it all together](#)'.

Structures within and between groups

- Need to bring our frontline disciplines together and have teams with the variety of capabilities together that are needed to support schools and early learning services with a location focus.
- Integration step is overdue for learning support and education, but it needs significant ongoing support to work – it would not just happen with a structural change.
- Risks of possible impacts on learning support from disestablishing the learning support manager position and education manager positions and establishing a manager integrated services roles.
- Need to retain visibility of learning support and not subsume into pressing education issues of the day. Need to mitigate risks that generalist managers may not have the expertise or background to advise learning support teams.
- Need to retain visibility of early learning.
- Go further in reducing duplication of some functions.

Seniority in the hierarchical structure is often seen as the only way to influence and be heard

- Need to reduce hierarchy especially when larger functional groupings were being proposed with a smaller number of leaders, and where positions were proposed to report to a different leader at a lower structural tier.
- Risks perceived from kaimahi Māori and Pacific leadership perspectives that some business group proposals appeared, as an unintended consequence, to disproportionately propose drops in tier for Māori and Pacific roles.
- Need to retain visibility, importance and access to decision makers for critical functions if they are no longer going to report directly to Hautū or tier 3 leader, and/or are no longer at leadership team level.
- Risk that the leadership and management scope of the changes proposed are perceived as a top-down hierarchical driven change, focused on adding management layers rather than considering frontline resource needs. It was not always understood that this was due to a limitation of the scope to broadly focus change at tiers 3 and 4.

Visibility on how Te Tāhuhu o te Mātauranga will take practical action to give effect to te Tiriti o Waitangi

- Recognised the intent expressed in shift one – taking practical action to give effect to te Tiriti o Waitangi and its prominence as the first of the four shifts. In particular that shift one, and changes in ways of working should address Māori staff experience of workplace racism and power imbalance, that te Tiriti o Waitangi applies to the workplace experience of Māori staff as citizens, and in the context of the specific provisions in the Public Service Act 2020, and that a te Tiriti o Waitangi obligation is owed to ākonga and whānau.
- Questions about whether there was enough visible change that positioned Te Tāhuhu o te Mātauranga to take practical action to give effect to te Tiriti o Waitangi.
- Risks if key roles are isolated in the proposals (e.g., data stewardship, Strategic Advisors Māori) without sufficient roles or professional networks to support them.
- Need to have Māori leadership capability building (or a deliberate plan to), including any steps to alleviate the ‘cultural’ responsibilities and burdens that Māori staff carry in addition to their roles.
- Some views that the organisational changes should have undertaken consultation with ākonga, hapū and/or iwi as Tiriti o Waitangi partners.

Local and regional responsiveness and consistency

- Recognition of the intent of the designs in shifting resource and decision-making to the front line and shaping Te Mahau takiwā for growth.
- Manage risks and benefits of functions proposed to shift from national leadership, e.g. on shift for Te Kahu Tōi (Intensive Wraparound Service / IWS) where alignment with learning support was welcomed but risks raised about consistency of practice and access.
- Varied feedback on consistent structures across regions - unnecessary vs. easier navigation, and movement of resources and people.
- Need integrated teams working more locally. Some concerns about the concentration of expertise in functions being lost.
- Risks in Māori and Pacific expertise being distributed across multiple teams and regions and losing support of a Māori or Pacific manager and close team and being the sole ‘voice’. Some calls for Māori and/or Pacific integrated teams with various configurations.

Criticism of the change process

- Questions about origin of this change, consultation being limited to internal, and short timeframes (partially including school holidays).
- Difficulties with the online ConsiderThis tool which made accessing detail easier, but made seeing the big picture more difficult. Also raised was the time taken for questions posted on ConsiderThis to be answered.

Te tuitui kia kotahi | Connecting it all together

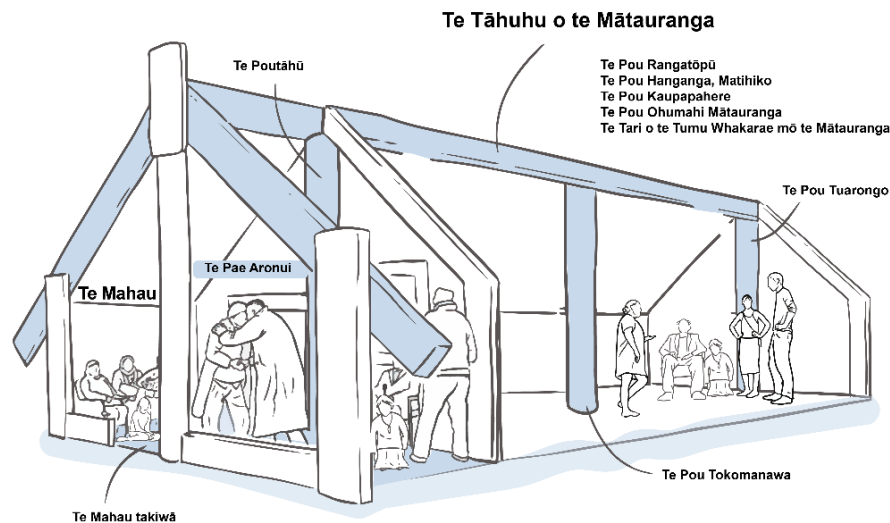
Feedback indicated that it was often difficult to see how everything fitted together. That's understandable with the breadth of the proposed changes across multiple business groups, and with differing scopes of change.

The following threads underpin the integrated design and weave these changes together:

- Ākonga will attend, engage and progress in their learning when there are educationally powerful relationships between educators and others around them with family and whānau and their daily lived experience reflecting and respecting their identity, language and culture.
- We support the people who are closest to, and directly serve, ākonga and whānau (and sometimes challenge them to do better). We do this through Te Mahau where we connect with the sector, working collaboratively to identify priorities and design local solutions. Te Mahau takiwā are the main connection with the sector and with ākonga and whānau and are directly supported by Te Poutāhū | Curriculum Centre and Te Pae Aronui | Operations and Integration as centres of expertise, and where it makes sense to have these at a national level.
- Te Mahau can do their job because they, in turn, have the support of, and the connection with, the rest of Te Tāhuhu o te Mātauranga. Often this is through using the same centre of expertise model, for example, Te Pou Hanganga Matihiko for infrastructure, digital and transport, and Te Pou Ohumahi Mātauranga | Education Workforce for the sector workforce. The enabling groups have a key role in shaping the system using the insight and experience of Te Mahau to ensure that it works at the frontline, for example Te Pou Kaupapahere | Policy for policy advice to Ministers and Te Pou Tuarongo for lifting the capability across Te Tāhuhu to take practical action to give effect to te Tiriti o Waitangi. Standing with us all is Te Pou Rangatōpū | Corporate who provide the corporate services to enable all of our parts to function effectively and Te Tumu Whakarae mō te Mātauranga directly supporting the Chief Executive.
- Our integrated structure will sustain an ongoing focus on growth in our frontline resources, by addressing spans of “support” to best support our people in the takiwā and their important mahi.

Te Whare o te Mātauranga

The metaphor of Te Whare o te Mātauranga which is the central theme for our organisation design represents this connection. Te Tāhuhu o te Mātauranga is the central ridgepole connecting the whare, Te Mahau is the porch and entryway, and our enabling groups support the whare from within.



Te Whare o te Mātauranga

Strengthening the change

The June 2021 Decision Document identified four substantive areas – the ‘four shifts’ – that were needed to support us to change our structure and how we work.

- Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi
- Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice

- Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support
- Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows

Hautū have been working individually and collectively as Te Ohu Poutoko on the proposals in the light of kaimahi feedback. They have been identifying the changes required, the areas where proposals will go ahead unchanged, and where changes are required to what was proposed so that their teams can achieve the four shifts, and to provide the collective support to Te Mahau, the sector and through them and others to ākonga and whānau.

The detail of decisions in and across groups is outlined by Hautū in their respective sections. The rest of this section provides direction and decisions that apply across the organisation as a whole.

Recognising and supporting kaimahi Māori

Decisions outlined in following pages make several changes that respond to the feedback on impacts on Māori roles and Māori leadership. Te Ohu Poutoko agrees with the feedback on the importance of the visibility, capacity and capability of Māori leadership. Some changes to design have been made to better support this, particularly where there was the appearance of a disproportionate impact on Māori leadership in some business groups. This does not mean that all kaimahi Māori roles are unaffected but that the decisions have placed a stronger emphasis on this aspect.

Kaimahi Māori and Pacific staff raised concerns about being shifted from teams based on concentrating Māori or Pacific expertise together to being integrated into wider teams. The approach that Te Ohu Poutoko has decided to take is:

- We will concentrate Māori expertise where this is needed for specialism of the team to achieve a specific purpose, or to develop a specific kaupapa as a centre of expertise, such as Māori policy team in Te Pou Kaupapahere, and Te Uepū Reo Māori in Te Poutāhū.
- We will integrate expertise where this is needed to better support education services to perform for ākonga.

Concrete actions are required to build capacity and capability so that being part of an integrated team is not isolating but culturally sustaining and rewarding. Shift one is huge – it means new ground every day – we are going to try new things and adapt if they don't work.

- Hautū will create the space for hui in their groups for all kaimahi Māori to join in ongoing leadership kōrero underpinned by the kaupapa '*Poipoia ngā mokopuna, ngā rangatira mo āpōpō*'. The hui will be by a mix of kanohi-ki-te-kanohi and other means and will be held at least quarterly. These hui recognise kaimahi Māori as tangata whenua, and the importance of whanaungatanga in nurturing and strengthening kaimahi Māori leadership at all levels in our large and often widely distributed organisation.

- Te Ohu Poutoko will establish a plan by June 2023 to address shift one and support Māori leadership across Te Tāhuhu o te Mātauranga. The plan will build on and extend beyond current programmes offered and include leadership training, secondments and placements, with deliberate recruitment and career development pathways. The plan will be developed with kaimahi Māori, to develop the actions needed for Māori leaders to be visible at all levels and able to strengthen our ability to deliver on our purpose for all ākonga and whānau.

We have taken some steps already to ‘bake in’ changes that strengthen our capability and capacity to:

- improve our ability to provide advice to the Crown (i.e., Ministers) on how to give effect to te Tiriti o Waitangi and its partnership with iwi, hapū and Māori, and;
- strengthen our capability and capacity as public servants so we can enable Māori to participate in decisions, and delivery of services and support that reflect or respond to Māori perspectives, tikanga and mātauranga Māori or kaupapa Māori approaches.

This includes the establishment and appointment of nine Pou Ārahi, the earlier redesign and capability build in Te Pou Tuarongo, the use of treaty analysis in all policy papers and budget processes that identify specific spend for kaupapa Māori.

We know there is much more to do, and we will work with kaimahi Māori to continue to make sustainable change. Kaimahi feedback on the impacts of these changes have been heard, and has adapted our design where we could, as well as decisions about new and different ways of hearing the voice of kaimahi Māori and others.

Change must focus our capability to support the sector to achieve improvements for all ākonga and whānau

Te Ohu Poutoko agrees with the substantive feedback on the need to stay focused on all ākonga and whānau. While this change process is about organising ourselves to do our job at a leadership level, the point and effort of this change must ultimately flow to better and more inclusive support and services to all ākonga and whānau, whether indirectly through educators and others, or to ākonga and whānau directly.

We also recognise that Aotearoa New Zealand is home to the largest population of Pacific peoples. The scale and diversity of our communities of Pacific ākonga and whānau means that more engagement is needed with Pacific staff to plan ways to build Pacific staff leadership and have it visible at senior levels. We must also put in place the connections and networks so that integrated teams’ approaches can work for Pacific staff and have the understanding and knowledge to serve Pacific communities.

Much of the feedback from learning support kaimahi was focused on the need to deliver more resource on the ground. We are continuing to fill learning support vacancies as fast as supply will allow us and resources will continue to shift to the frontline to work with tamariki, rangatahi, and the profession as they are freed up.

Te Tāhuhu o te Mātauranga is over-reliant on hierarchy

Feedback in relation to changes in tier and concerns about functions no longer counting if they are not on a particular leadership team sends a clear message. The message is that someone can only be an influential leader if they also achieve seniority in the hierarchy. Te Ohu Poutoko recognises that this can under-value and under-utilise the potential of our people, and unnecessarily controls the information and idea flows and feedback loops we need to improve what we do.

We intend to make changes in how we and other leaders work, along with deliberate changes to our operating structures such as Te Ohu Taki (the quarterly meeting of tier 2 and 3 leaders). Te Ohu Poutoko have decided to disestablish this and replace it with more inclusive arrangements, leading with the hui outlined above, and expanding with other networks that can help create more opportunities for open dialogue and influence in the organisation. Te Ohu Poutoko also recognises that reducing hierarchical behaviour will need different kinds of leadership and will be emphasising leadership development and capability building as part of the new ways of working to support the change.

Further reducing duplication

Kaimahi feedback highlighted several areas that continued duplications in functions or where there were names or teams that made it seem like they were duplicating. Hautū have worked jointly to take decisions to address a number of these areas including in procurement and finance, communications, and change and implementation. There are several areas where once similar functions were looked at together and resource allocation was recognised as overdone and have been reduced.

Hautū also noted that in some instances, duplication may be reduced over time, rather than through this change process. This would likely happen where a new team or function has only just been stood up and needs to be more fully realised, or where there are processes or programmes underway that need to be completed first.

As we continue to develop our organisation structure and strengthen our frontline, leaders will have an ongoing focus on how we integrate to provide better support for Te Mahau takiwā as our front porch to work together and respond to sector feedback on the need for reduced points of contact and seamless service delivery.

Looking forward

Further change, in different forms, is going to be needed. For example, Te Mahau takiwā Hautū have heard the feedback about needing time to configure which roles sit where in the integrated teams. That is going to need engagement and discussion, and well-planned decisions and transition management. In a number of other areas, decisions have been made to join teams up in principle, but that the leader will engage with the team members to assign the work and confirm reporting line changes and team work programmes. We also remain committed to the shifting of resources, people and decision making to the front line to build our integrated, accessible and responsive support to the sector and others through Te Mahau takiwā. We can and will do this in ways that do not always require a major restructuring.

While these decisions have, on the whole, deliberately focused on tiers 3 and 4 leadership as the next key driver of our ongoing change, we have heard the feedback that more engagement needs to happen at all levels as we continue to embed our change and new ways of working, and we are committed to making this happen.

Some of this work can be done in the lead up to 31 March 2023 (the effective date for the new structures and roles), while much of it though will be best undertaken through 2023. In all cases, whether formal change or evolutions as groups and teams try new things, changes will be undertaken with the people involved.

Our Māori names

Following feedback that supported the proposals, we have decided to progress with the small changes to our Māori names for some business groups so we can confidently embed the metaphor of Te Whare o te Mātauranga and build the narrative over time.

The new names are outlined in the following table.

| Current Name | New Name | The following names are unchanged: |
|----------------------------|---------------------------|---|
| Te Puna Rangatōpū | Te Pou Rangatōpū | Te Pae Aronui |
| Te Puna Hanganga, Matihiko | Te Pou Hanganga, Matihiko | Te Poutāhū |
| Te Puna Kaupapahere | Te Pou Kaupapahere | Te Tai Raro / Te Tai Whenua / Te Tai Runga (collectively, Te Mahau takiwā) |
| Te Puna Ohumahi Mātauranga | Te Pou Ohumahi Mātauranga | Te Tari o te Tumu Whakarae mō te Mātaraunga |
| Te Tuarongo | Te Pou Tuarongo | |
| Te Ohu Poutoko | Te Pou Tokomanawa | |

The te reo Māori names that begin with puna were recommended and gratefully received from Te Taura Whiri i te reo Māori. However, these were not done in consultation with the group who developed the whare narrative, and do not relate to a whare metaphor but rather to springs of water.

We are already using the central pou of Te Whare o te Mātauranga in some of our names i.e., Te Poutāhū, Te Tuarongo (which is the pou on the back wall) and Te Ohu Poutoko (a shortened version of Te Pou Tokomanawa). There are also poupou (ancestors) represented around the inside walls of a whare and by adding the prefix 'Pou' to the existing business unit groups reo Māori names, this gives us a coherent way for these groups to be represented within te whare. It also aligns with other names in the organisation e.g., Pou Ārahi and Tātai Pou.

In changing these names, we reinforce following messages about the whare metaphor:

- Te Whare o te Mātauranga recognises that not every whare is the same, and naming, tikanga and elements of design will vary for the many whare across education and beyond.
- A wealth of mātauranga belongs to our images and kōrero about whare, and the full wealth of this kōrero belongs to whānau, hapū and iwi.
- Te Whare o te Mātauranga provides shelter, a space for purposeful, positive engagement; the values that inform how we are engage with each other and with our partners are important.

Te Mahau takiwā overview

Why we are changing

One year on from the establishment of Te Mahau, we are tasked with designing a frontline that provides leadership and integrated services to the sector and those we serve, by working alongside each other in integrated ways across our takiwā. The design decisions we are sharing with you now set out a national service delivery model for our Te Mahau takiwā and support us to grow our leadership and capability to respond and operate more effectively at the interface of kāwanatanga and rangatiratanga. In our proposal for consultation, we set out the structural design shifts that we believed would best enable us to deliver on this ambition. We proposed a design that:

- establishes a consistent, sustainable and scalable national delivery model across our takiwā that could flex as additional resources move to our frontline
- centres around local, integrated teams that can wrap around schools, kura, early learning services, kōhanga reo, ākongaa and their whānau to deliver joined-up support. These teams include learning support, education (including early learning) and curriculum expertise, supported by property, transport and IT functions. Teams will work closely with regionally based Strategic Advisors Māori and Leadership Advisors to understand and respond to the needs and aspirations of Iwi and sector partners
- organises our regional capability into two teams to support our local integrated teams:
 - One focused on strengthening change, implementation and insights (Integrated Operations & Insights)

- One providing education thought leadership and planning (Planning & Advice)
- These teams will enable us to design and implement change, drawing upon local insights and advice, and;
- Clearly connects our regional teams to centres of expertise in Te Pae Aronui (Design, Regulatory Practice, Learning Support), Te Poutāhu (Curriculum) and Te Pou Ohumahi Mātauranga (Leadership Practice) for practice guidance, and with property and school transport in Te Pou Hanganga, Matihiko.

Our design going forward

We will establish a consistent, sustainable and scalable national delivery model across our takiwā that can practically flex as additional resources move to our frontline.

Each of our takiwā structures will, for the most part, be the same with a few exceptions. Practically, this means that each of our tier 3 and 4 structures will have the same positions and capability across each of our regions.

While operating as standalone groups, our regions will continue to develop strong, supportive relationships and networks across our takiwā to support a nationally consistent, locally responsive delivery model. This includes our commitment to supporting our kaimahi Māori to establish important connections with each other across the rohe, supporting the development and operationalising of regional 'Rautaki Māori' strategies, and more generally supporting the uplift of our collective cultural capability and capacity.

We will establish local, integrated teams that wrap around schools, kura, kōhanga reo and early learning services to design and deliver support.

Part of the promise of Te Mahau is to deliver '*a more responsive, accessible and integrated local support*' function for schools, kura, early learning services, kōhanga reo, ākonga and whānau. We will deliver this through new local, integrated teams – Integrated Services teams – across the motu that bring together our learning support, education (including early learning) and curriculum expertise.

There are two important parts to this design decision. Firstly, we will work in integrated teams that deliberately bring together our frontline expertise in a way that enables us to better collaborate and coordinate our support, services and interventions. This approach is to improve outcomes for schools, kura, kōhanga reo, early learning services, ākonga and whānau. Some examples of this include:

- sharing what we are doing, seeing and hearing across our mahi so that we can make connections and identify opportunities for greater collaboration and responsiveness
- strengthening our collective relationships through a deepened knowledge of the holistic needs of the localities we serve

- pragmatically shifting our combined effort to where it is needed most and to identify where we may have duplication or we are working at cross-purposes, and;
- better planning at a local level, what resources and support are required for our teams to deliver and make better informed decisions around how we respond.

Secondly, our integrated teams will be local. We have heard through the Tomorrow's Schools Review – and consistently through our relationships with the sector, ākonga and their whānau - that there is a desire for locally nuanced services and readily available support.

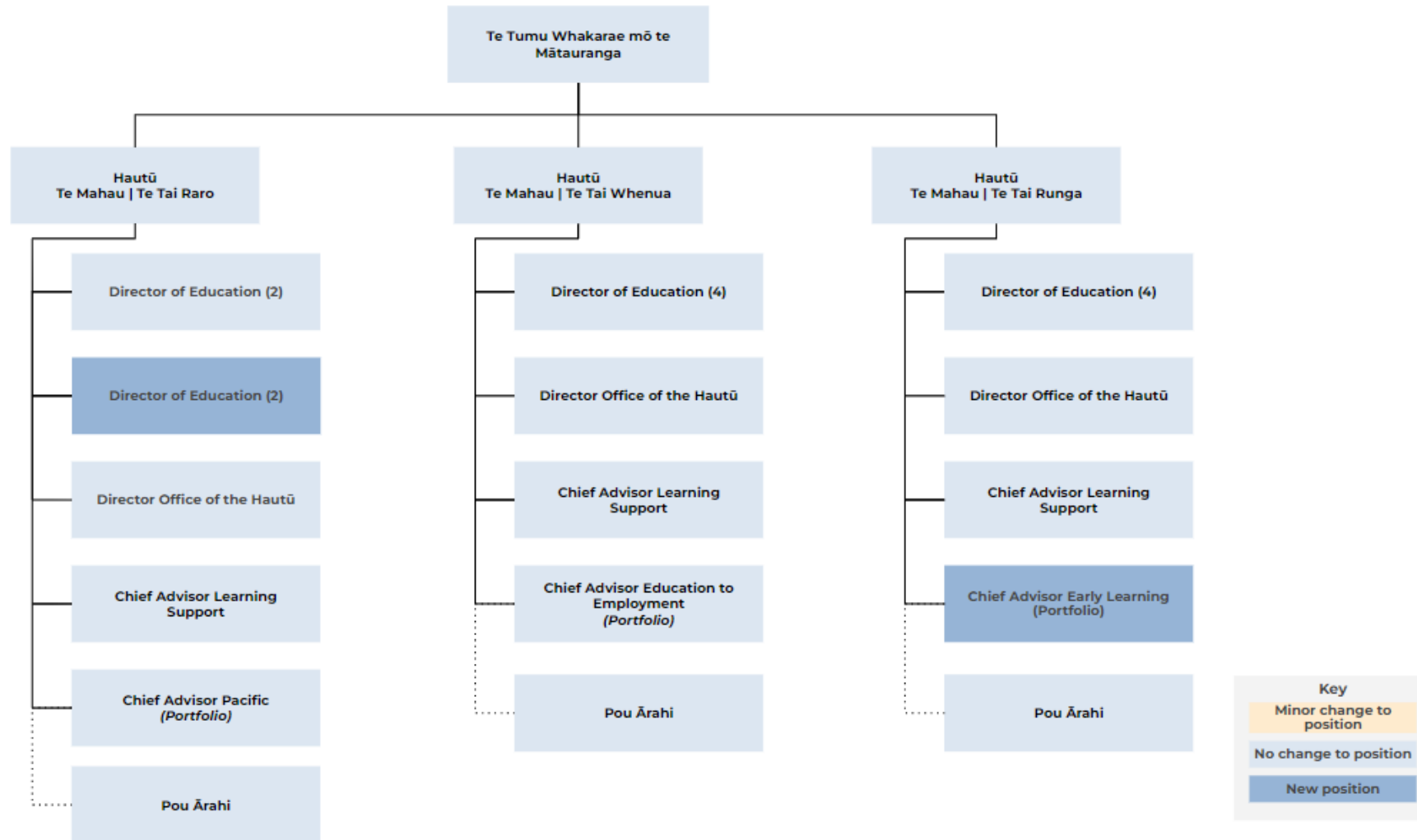
We will support our local integrated teams to connect with each of our regions to centres of expertise in Te Pae Aronui (Design, Regulatory Practice, Learning Support), Te Poutāhu (Curriculum), Te Pou Ohumahi Mātauranga (Leadership Practice) and Te Pou Hanganga, Matihiko (property and transport) for practice guidance,

To do this effectively, each region will also be supported by an Integrated Operations & Insights team, and a Planning & Advice team. These two teams will have a specific focus in support of their standalone region.

The purpose of the '**Integrated Operations & Insights**' team is to bring together capability critical to supporting Integrated Services teams to effectively inform, implement, and deliver their services. This team will bring together business administration, coordination, and analytical support, as well as our practice and quality teams to support quality service delivery. This team will also hold new functional capabilities in change and implementation and insights. Each region will also have a '**Planning & Advice**' team that will be focused on thought leadership, regional-level advice, and planning activities. This structure is designed to support our delivery experts across our Integrated Services teams and to provide a point of regional aggregation for information, insights, change and advice to flow to and from the wider Ministry.

We know that a critical component of the support that our learning support, education and early learning, and curriculum specialists require comes from national centres of expertise. It is important that we also facilitate strong connections between our local experts and these national centres, to support quality, safe practice. We have therefore established additional capability across these two regional teams to enable connections and to work with our teams across the motu, such as our new Change & Implementation teams. Through these teams we expect that we will continue to establish strengthened channels and ways of working between our local delivery teams, across our regions and back to the centre.

Te Mahau takiwā high level organisation chart



Te Pae Aronui | Integration and Operations overview

Why we are changing

Te Pae Aronui connects people, knowledge, services and regulatory processes to help shape an inclusive education system. We use our functions and capabilities collectively to shape and influence the direction of education in Aotearoa New Zealand by gathering insights, regulation, providing service design and delivery functions and understanding ākonga and whānau, communities and businesses.

When Te Mahau was established last year, it was intended Te Pae Aronui would bring together the power of information, insights - including whānau voice - and service design capability to help Te Mahau frontline groups effectively deliver today and design services tomorrow. Te Pae Aronui needs a structure that can enable Te Mahau as a whole to deliver the results expected of us while also playing a crucial role in achieving change and system performance.

The changes confirmed in this document will help organise Te Pae Aronui to best deliver on our role in supporting the Te Mahau takiwā and Te Tāhuhu to effectively deliver. They create a simplified and streamlined structure for Te Pae Aronui, that establishes the foundations on which to build the long-term changes in our core ways of working - both within Te Pae Aronui and across Te Mahau and Te Tāhuhu.

Our design going forward

Organising ourselves to deliver on our purpose

The decisions made build on our capability and use our combined skills, knowledge and relationships in a coherent and consistent way that drives results. Kaimahi will see, in this decision document, significant changes across our group. This is necessary because Te Pae Aronui has a big operational role and needs a structure that can deliver on that.

For Te Mahau to provide a more responsive, accessible and integrated local support function for early learning services and schools, whānau, hapū, iwi, and Māori, we must organise ourselves coherently around our core functions. I have considered the feedback received on the proposed design to inform the decisions. In particular, feedback on the relative size of functions and how additional functional groups could better support how we are organised to deliver effectively.

This feedback has been reflected in the decisions throughout this document and in the establishment of the following functional groups for Te Pae Aronui:

- A new, centralised Data & Insights function provides information/data, along with new capability to work more closely alongside Te Mahau takiwā and Te Poutāhū, and our wider Te Tāhuhu groups. This will allow the flow of regional and community voices and insights into and across our business.

- A new Sector Change & Implementation function provides clear connections, prioritisation and line of sight to coordinate, implement and embed new initiatives from Te Pae Aronui, Te Mahau, and Te Tāhuhu out to the sector.
- A new Design function brings together and significantly builds on our community connections, service design and operational policy capability, to put people at the heart of what we do.
- A new System Delivery function centralises our capabilities to deliver supports and services that enable the education system.
- A new Ākonga & Community Delivery function delivers initiatives and programmes that seek to support and improve educational outcomes for ākonga and whānau.
- A new Networks & Regulation function brings together capability to navigate legislative requirements to deliver a dual focus on modern regulation and strategic network planning that shapes the provision of education.
- A new Learning Support function focuses on central practice support for Learning Support delivery staff. Locally based learning support delivery teams will report to Te Mahau takiwā as part of integrated local delivery teams across the motu.
- A new Office of the Hautū function supports the Hautū and Te Pae Aronui with executive services and the management of programmes and investments.

To support the establishment of these new functions within Te Pae Aronui and the ability for teams to be well supported to deliver to expectations, an opportunity has been taken to address high numbers of direct reports, by introducing new team manager roles in some instances. There is an intention to work with Te Pae Aronui people on the right split for individual roles during the upcoming transition phase.

Underpinned by new ways of working

The changes confirmed here will not, on their own, create the shifts we seek. They are intended to support us to build on the progress we've made so far and to make it easier for us to realise our potential. That includes collaborating more across Te Tāhuhu and supporting Te Mahau takiwā to work closely with the sector, employers, communities, whānau, hapū, iwi and Māori, and ākonga and whānau.

Feedback received from individuals and teams regarding their new location within the proposed design and the impacts this could have on their existing working relationships with other teams. While changing structure will determine where kaimahi are placed within the organisation, how we work with each other within Te Pae Aronui and across Te Tāhuhu is a more powerful enabler of change. As indicated in the consultation proposals, we will also implement many non-structural changes through how we work together. This is a longer-term process.

While further non-structural changes on how we work together will take place over time, consideration to how Te Pae Aronui can best give effect to the four shifts in the structural decisions have been made. Reference to the four shifts are summarised below:

Taking practical action to give effect to te Tiriti o Waitangi

Upholding our commitment to te Tiriti is a core element of Te Pae Aronui strategy and will be a key lens for how we set our priorities and measure our progress. We must also grow our cultural capabilities, connections, and understanding needed to be a good te Tiriti partner.

Additional te Tiriti and te ao Māori capability will be established throughout Te Pae Aronui as a result of these decisions. These changes will support us to practice reasonable and honourable kāwanatanga as set out in the Te Arawhiti Māori Crown Relationship Framework. This will require a continual focus on designing, providing and improving supports and services that realise ākonga aspirations and potential.

Driving a focus on improving equity

As highlighted in our strategy, a relentless pursuit of equity is our whetū or guiding star. Across Te Pae Aronui, we will all recognise inequity, reflect on what needs to change and commit to taking action. We will prioritise work that delivers on our pursuit of equity. The functional design sets Te Pae Aronui up to provide evidence of where inequities exist and support the right decisions and design activity to remove barriers and improve outcomes for underserved ākonga.

Giving priority to regional and local voice

The new structure will harness the relationships Te Mahau takiwā hold at the regional and local level so that our services reflect and deliver to local needs. The integration role of Te Pae Aronui will support early involvement and engagement of Te Mahau takiwā with programmes of work across Te Tāhuhu, supported by a strengthened data and insights function, providing high-quality evidence from a broad range of sources to inform decision making.

Delivering greater responsiveness, accessibility and integrated services and supports

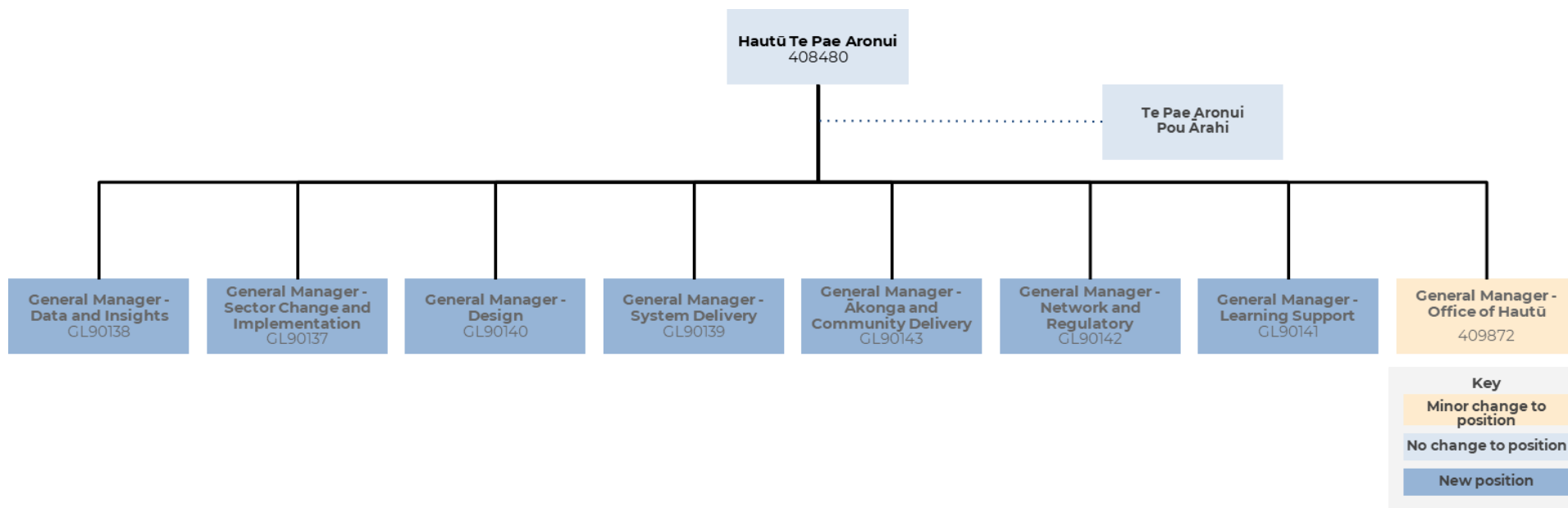
The changes will support Te Pae Aronui to play its part in helping Te Tāhuhu to shift resources to the regions, and to develop new services and support for the future. It will play a key role in supporting Te Mahau to be connected and sector facing with the right capabilities to shape the system. A key role of Te Pae Aronui is supporting Te Tāhuhu on the development and improvement of our services, supports and policies. Driving cohesion and connection is essential to ensuring Te Mahau and Te Tāhuhu deliver on the expectations of ākonga and whānau, the sector, public and government.

Improving feedback loops and information flows

The design supports the use of data and information gathered from the sector, community and whānau to drive evidence-led decision making about how we shape and support the education system. The voices of community and whānau are at the core of everything we do, from the design of services to the delivery of change, and services into the sector.

The combination of a simplified structure, a plan focused on our people, strong feedback loops, clear expectations and giving effect to the four shifts, Te Pae Aronui can 'shift the dial' in shaping the education system to deliver equitable and excellent outcomes. We need to be structured in the right way to get there.

Te Pae Aronui high level organisation chart



Te Poutāhū | Curriculum Centre overview

Why we are changing

Our purpose is to lead the national curricula for Aotearoa New Zealand and associated systems and processes of assessment and aromatawai. We design, develop and provide curriculum services for teachers, kaiako, leaders, ākonga, their whānau and communities that reflect their identities, languages and cultures.

As Te Poutāhū, we are tasked with bringing a curriculum centre to life and delivering the most significant investment in changes to curriculum and assessment in the last 20 years. The work we do is front and centre for tens of thousands of educators and will help shape the experience of education for the ākonga of today and tomorrow. The establishment of Te Poutāhū and the scale of our change programmes place us in a fundamentally different position to where we were before, with larger teams, greater responsibility and higher expectations placed upon us.

The changes we will be making build on strong foundations and contributes to the four shifts in the way we work that were outlined when Te Mahau was established last year:

- Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi.
- Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice.
- Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support.
- Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows.

Our design going forward

As part of Te Mahau providing a more responsive, accessible and integrated local support function for early learning services and schools, we must organise ourselves coherently around the core functions that we set out to deliver. For Te Poutāhū, we confirm:

A new Strategy & Integration unit that works across Te Poutāhū, holding close connections to maintain collective alignment as a group. Strategy & Integration will focus on defining the strategic outcomes of Te Poutāhū products and services to the sector, including cross-cutting strategies to respond to sector needs. The intent is to improve how Te Poutāhū works as a collective in contributing to and executing on strategic priorities for the sector. Strategy & Integration will operate existing and emerging cross-pathway services for all Te Poutāhū units and is the primary connection point for Te Poutāhū to align with Te Pae Aronui and Te Mahau takiwā. It supports service design, curriculum delivery and integrated planning to sequence change and engagement effectively, so that from the sector's perspective Te Poutāhū is joined up and easier to navigate. It will work in conjunction with the Office of the Hautū on the business strategy for Te Poutāhū and its alignment to the corporate strategy of Te Tāhuhu.

A New Zealand Curriculum (NZC) & Te Whāriki unit (formerly named Curriculum, Pathways & Progress) that designs and delivers quality teaching, curriculum and assessment products and services (including educator resources) across the New Zealand Curriculum and Te Whāriki to achieve the Government's objectives for the education system. It also supports curriculum design for Te Marautanga o Aotearoa as required.

A Te Uepū Reo Māori unit that supports the provision of te reo Māori in education across early learning and schooling in Māori medium education. It leads the development and delivery of Te Marautanga o Aotearoa and supports kaupapa Māori / Māori medium education pathways across all schooling ages through a portfolio approach. It will also hold a portfolio role for te reo Māori and mātauranga Māori in pākehā medium education, supporting existing Māori capability in other Te Poutāhū units.

A formal New Zealand Curriculum (NZC) Refresh and Te Marautanga o Aotearoa (TMOA) Redesign unit that is organised to meet the programme outcomes as directed by Cabinet. This combines the programme expertise needed to manage the programme effectively with the deep education expertise to deliver high-quality curriculum updates.

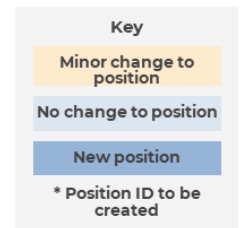
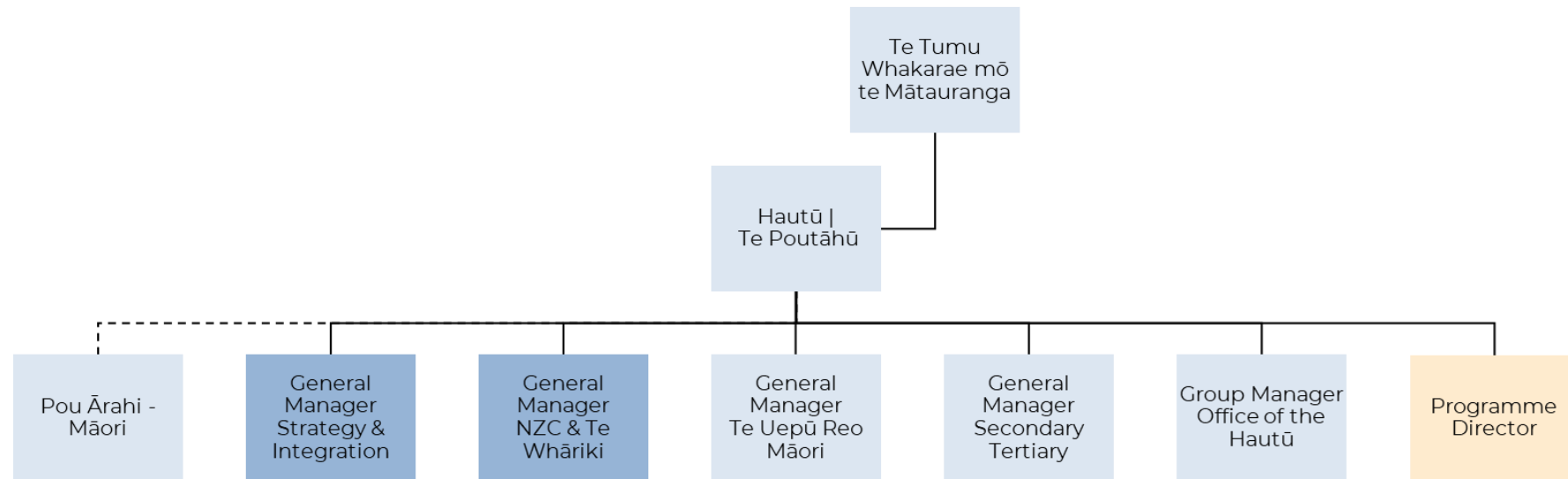
A further formalised NCEA Programme unit to meet the programme outcomes as directed by Cabinet. This combines programme expertise needed to manage the programme effectively with the deep education expertise needed to deliver high-quality updates.

A Secondary Tertiary unit that focuses on increasing achievement, retention and progression of secondary-school aged rangatahi into further learning, training or work. Secondary Tertiary supports the provision of a range of learning opportunities including making better use of the education network for schools, creating the link to clear pathways from school to work and further study or training and developing senior secondary assessments.

An Office of the Hautū that provides administrative and advisory support to the Hautū | Te Poutāhū and Te Poutāhū as required. It manages internal business strategic and planning activities, providing secretariat support and internal performance reporting for Te Poutāhū. The Office will also house temporary project capabilities to boost internal capability and support the Pou Ārahi — Māori to carry out its functions as a strategic lead.

A Pou Ārahi - Māori that sits on the Te Poutāhū Leadership Team and acts as strategic lead to uplift our organisational Māori and te Tiriti o Waitangi capability. The Pou Ārahi - Māori reports to the Hautū | Te Pou Tuarongo and has a dotted reporting line to the Hautū | Te Poutāhū.

Te Poutāhū high level organisation chart



Te Pou Hanganga, Matihiko | Infrastructure and Digital overview

What was proposed

The focus of the proposals in the consultation document was limited to changes in a few select areas. During the consultation, I proposed to transfer our Training Services team and Finance and Investment team, as well as the Principal Advisor Risk Management, to Te Pou Rangatōpū | Corporate to enable better integration. The most significant change proposed was to establish a new structure, digital operating model, and ways of working within Te Uepū Matihiko | Digital.

Our design going forward

After reviewing the consultation feedback, we confirm the following decisions:

Training Services

The Te Pou Hanganga, Matihiko Training Services team will move to Te Pou Rangatōpū to bring together like functions and reduce duplication across all parts of te Tāhuhu o te Mātauranga. This also includes transferring the Senior Training Advisor position from within Te Pou Hanganga, Matihiko (Business Services) to Te Pou Rangatōpū (People, Sustainability and Place). A dotted line will exist for this team back to the Manager Digital Solution Support to maintain the close relationship between these teams. This shift will strengthen our internal training development capability across Te Tāhuhu o te Mātauranga.

Finance and Investment

The Te Pou Hanganga, Matihiko Finance and Investment team will move to Te Pou Rangatōpū. This decision will reduce duplication across teams and achieve greater consistency of finance management frameworks, policies and processes.

Principal Advisor Risk Management

The Principal Advisor Risk Management role will move from Te Pou Hanganga, Matihiko to the Strategy and Performance team in Te Pou Rangatōpū. We are supporting best practice decision-making for the organisation by establishing enterprise-wide governance alongside risk management, planning and strategy.

The proposed transition date for these moves is 31 March 2023.

Te Uepū Matihiko | Digital

We will establish a new structure, digital operating model and ways of working for Te Uepū Matihiko to be embedded over the next 18-24 months. This is an enterprise-wide practice and product model. The most significant features of the Te Uepū Matihiko proposal that have been confirmed include:

- The consistent application of a digital product delivery model; this is an enterprise-wide practice and product model.
- The delivery of digital products and services will be divided across three customer-oriented delivery 'towers'.
- The establishment of practices that will be responsible for:
 - curating methodologies and tools that will be used consistently across the delivery towers
 - caring for the Digital teams and people within the practice, including pastoral care and building professional capability, and;
 - ensuring the Digital group has resourcing and appropriate sourcing strategies in place to ensure supply can meet demand.
- Shifting functions that are not strictly digital functions, but that form part of a broader set of integrated services within Te Pou Hanganga, Matihiko, into a Digital Delivery Enablement group. This group will be led by a transitionary role, the Manager Digital Delivery Enablement. Further design will occur in early 2023 to refine the design of these services.
- The Digital Solution Support tower will be responsible for bringing together all support functions, service desk, infrastructure and applications support, with a dotted line connection to Training Services (in Te Pou Rangatōpū).

Additional opportunities to reduce duplication

Based on the feedback received, we acknowledge that there are further opportunities to consolidate functions and reduce duplication across Te Tāhuhu and Te Mahau. Because of this, and in discussion with other Hautū, we will continue to look at ways to identify and align additional functions.

- There is ongoing discussion between Te Mahau takiwā and Te Pou Hanganga, Matihiko in order to establish clearer and more consistent geographical boundaries.
- Te Pou Rangatōpū will continue to move towards greater integration of procurement functions across Te Tāhuhu o te Mātauranga with details to be worked through in early 2023. They will appoint a tier 3 Chief Procurement Officer by 31 March 2023 that would sit within Te Pou Rangatōpū and would be accountable for all procurement practice across the Ministry. The Chief Procurement Officer would be responsible for working with the respective Hautū to review and provide a recommendation on the best approach to integration, and how and when to implement this. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made.
- In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the customer experience, the Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective

Hautū by 30 April 2023 to see if there are benefits in grouping the legal functions together. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made.

- In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the customer experience, once the General Manager, Integration Services in Te Pou Rangatōpū is appointed, they will work with Group Manager Business Services and Chief Digital Officer in Te Pou Hanganga, Matihiko to review options around Ministry-wide service desk activity and functions and provide a recommendation to the respective Hautū by 30 June 2023. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made. Te Pae Aronui will retain their data warehousing team/s for now, however the transfer of these teams to Te Pou Hanganga, Matihiko will be considered in 2023.

Te Pou Hanganga Matihiko high level organisation chart for digital division



Te Pou Ohumahi Mātauranga | Education Workforce overview

Why we are changing

Te Pou Ohumahi Mātauranga was created in October 2021 as part of changes to Te Tāhuhu o te Mātauranga driven by the Government's response to the Tomorrow's Schools review. The transformation of Te Tāhuhu began by setting up our key business groups at tier 2 in October 2021 and continues now with decisions at tiers 3 and 4. While our Group has performed well since its establishment, we have an opportunity through this next phase to address feedback from our key stakeholders and our people over the past year. In particular, we need to create more dedicated resource for planning and delivering workforce strategy, improve our use of analysis and insights, and improve our accessibility and responsiveness to customers. I recently consulted with kaimahi on proposals for our structure at tiers 3 and 4. We proposed a number of changes, including:

- **establishing a new Service Design & Implementation function** to centralise a number of key skillsets and functions
- **reorganising our Teacher Supply function** into an Education Workforce Supply and Leadership function with improved remit to extend our focus to include non-teaching and Māori medium workforces, as well as Education Workforce Strategy, and;
- **flattening our Group structure** to promote integration and collaboration.

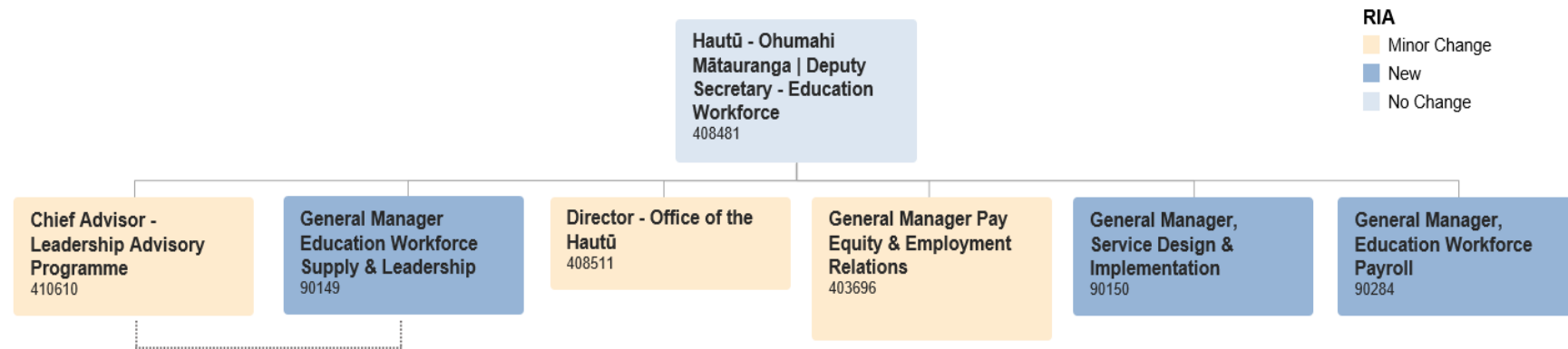
Our general structure will proceed as outlined in the consultation proposal

The feedback shows our people support the general direction of change at tiers 3 and 4. We have therefore decided that the direction and functions of the operating model will proceed for implementation as planned. This means:

- **Establishing a new Service Design & Implementation function** so they are centralised within our Group, consolidating our functional skills and capabilities.
- **Reorganising our Teacher Supply function** into an Education Workforce Supply and Leadership function with an explicit remit to extend our focus to include the non-teaching education workforce. A lifting up of the focus on the development of our te reo Māori and Māori medium Workforce addressing the urgent need to build a supply pipeline. A dedicated resource to co-ordinate and map education workforce strategy initiatives.
- **Flattening our Group structure** to promote integration and collaboration and offer our people opportunities to learn and grow from participating in and collaborating on a range of Group and Ministry wide programmes and initiatives.

Our people will move to their new structures progressively after roles have been confirmed but with the intention to have the new structure in place by 31 March 2023. We will work with People Leaders ahead of this time to design a process for detailed transition planning, so we are ready to make the most of the opportunity this change presents once all new leadership roles are filled. Kaimahi will have further opportunities to have their say as we shape up this plan.

Te Pou Ohumahi Mātauranga high level organisation chart



Te Pou Kaupapahere | Policy overview

Why we are changing

These changes are designed to create a policy group that is well placed to support Education Ministers, give policy advice at a system level, and operate in support of Te Mahau and our Education Crown Entity partners. The structure intentionally balances both system and sector drivers for our work, as well as more strongly attending to te Tiriti and equity, albeit in a different configuration compared to what was presented in the proposal document.

Our design going forward

We are confirming relative to the proposed design, that Te Pou Kaupapahere will have four groups, with adjustments to the proposed learner-focused and tertiary policy groups, and Early Childhood Education (ECE) and schooling separated out into their own groups.

Most significantly, we have moved away from the proposal to have a System and Regulatory group. While a system focus will remain important, the proposed group risked being very process focused, and creating confused accountabilities in the regulatory policy space. Instead, we will retain the cross-system focus of the proposed equity group, with the other key system-wide functions located within each of the four groups.

This balances the need to have both system and sector perspectives on our work, with the need to create a structure that is workable for stakeholders, managers and teams, and grounded in real-world policy issues. The final structure still requires a shift in focus for the leadership team, to lead across the whole group and the whole education system. The Policy Directors will continue to play a key role in this.

The four groups will be:

- **Learner Success and Tiriti Policy** which will be focused on population groups and equitable learner outcomes across the whole system, as well as managing the Ministry's budget process.
- An **ECE and System Policy** group will delivery sector specific advice in the early learning space and provide a system wide perspective across the entire education pathway. It will also house the Monitoring and Appointments and International Co-operation and Engagement teams.
- **Schools Policy** will provide advice about the compulsory schooling sector including funding, infrastructure, legislation and regulation, as well as leading on regulatory stewardship for the system.
- And **Tertiary Policy** would deliver policy advice on the whole tertiary system, and data and evidence for the whole group.

To enable this structure to work, and to appropriately balance management and staff resources across our functions, we will move a management role from the Tertiary Group to the Schools Policy Group to enable the building of additional policy capacity in curriculum workforce, and digital. The effect of this on the **System Regulatory and Higher Education Policy** team is discussed further below.

A strengthened Māori policy focus is concentrated into a **Learner Success and Tiriti Policy group**, that brings together policy lead responsibility for te Tiriti Articles Two and Three, and policy leadership on tribunal issues, including the Kaupapa Enquiry. Our Article One obligations are to remain everyone's responsibility. Similarly, equity of outcomes remains everyone's responsibility, but with the group providing focus, expertise and leadership in this area.

Tertiary Systems Performance and Analysis and the new **Evidence** team will be co-located in the Tertiary policy group, while the **Budget** team will move into the Learner Success and Tiriti group.

Leadership team

We confirm the leadership team for Te Pou Kaupapahere will be reduced to seven direct reports, including four new permanent General Manager positions:

General Manager, Learner Success and Tiriti Policy / General Manager, ECE and System Policy / General Manager, Schools Policy / General Manager, Tertiary Policy

Policy Directors

We confirm Policy Directors substantively change reporting lines into tier 3 General Managers. However, in a change to the proposal document, we confirm that the Policy Directors will have a dotted reporting line to the Hautū, Te Pou Kaupapahere in relation to their work priorities. We have included this to reinforce the fact that they operate at a system level and are able to represent Policy and the Ministry as a whole in internal and external forums. This dotted line will also support the cross-cutting nature of the work they will be expected to undertake through the System Leadership Forum (new name for the proposed Policy Leadership Committee).

Policy Directors will continue to lead complex, high-profile and matrix management projects as required, including in cross-agency contexts as well as through formal and informal secondments internally. It is expected Managers and GMs will support the Policy Directors on their cross-cutting system work, by giving them access to resources where required, and Policy Directors will involve the relevant managers and staff in their work, including mentoring and developing others as appropriate. Directors may also wish to take on responsibility for leading system-level functions, for example regulatory stewardship or the Budget process.

Chief Policy Analysts and Advisors

We confirm the Chiefs (Analysts and Advisors) that currently report to a tier 3 Manager will transition and report into a tier 4 position. However, as with their current focus, we still expect their role will see them deployed on priority projects across the group and in support of General Managers as required. As with Directors, we intend that the process for managing shifts in reporting lines will be collaborative and reflect their preferences as far as possible.

System Leadership Forum

We confirm the establishment of a System Leadership Forum (proposal name was Policy Leadership Committee). This group will focus on providing collective leadership and direction on policy issues of strategic and/or system-wide importance, and oversight of cross-system functions. The forum would consist of the Hautū, Policy Directors, General Managers and Pou Ārahi, but would be expected to call in Managers and Chief Advisors / Analysts on items of relevance as well as colleagues from other parts of the Ministry where required. More specificity will be developed around this as part of developing a Terms of Reference for the group.

The System Leadership Forum would have responsibility for:

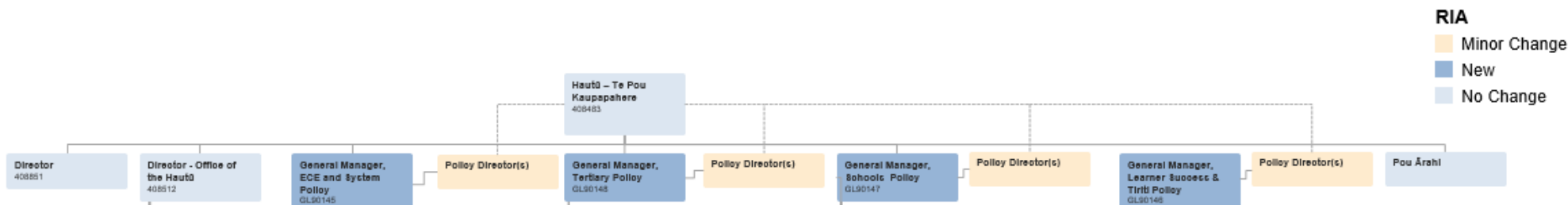
- Strategic priorities – advising the Hautū on strategic policy priorities and resourcing, e.g. where work involves particularly complex and/or high-risk issues or contentious policy advice.
- Informing policy direction – advising the stance we take on major policy choices (with final decisions resting with the relevant accountable person).
- Supporting the organisational priorities of Te Pou Kaupapahere, promoting and supporting application of key frameworks (e.g. te Tiriti, Policy Quality).

System Regulatory and Higher Education

As indicated above, we are moving the position of manager, SRHEP from the Tertiary group to the Schools group. This reflects the need to balance our resourcing across these functions. Unlike with the other team moves, this does not indicate a shift of this team’s work programme between groups. This is not a decision taken lightly, given its impact on our people.

The team will remain under its current acting management arrangements during the transition. The incoming or acting General Manager, Tertiary Policy will work with the team and managers to establish what changes in reporting lines will be required as part of implementation in the first quarter of 2023. The wider resource impact on the Tertiary group will be managed through adjustments to its work programme, noting that a number of functions currently undertaken in the group will now be managed elsewhere across Te Pou Kaupapahere.

Te Pou Kaupapahere high level organisation chart



Te Pou Rangatōpū | Corporate overview

Why we are changing

Our current structure and ways of working are the result of bringing together existing business units from different groups in October 2021. Since then, we've been working to develop an operating model and a proposed structure that support the four shifts at the heart of our organisation's change.

As a result of what I heard during the consultation, and in thinking about how we can best support the four key shifts, I developed an operating model and proposed structure that focuses on:

- putting sustainability at the heart of our mahi, including creating work environments for our people that support them to thrive
- establishing a foundation for clear ways of working that empower our Te Pou Rangatōpū people to put their expertise into action and provide tailored strategic and operational advice
- integrated, responsive services for our customers, that are easy to access, efficient, and provide connected self-serve options where it makes sense
- how we listen and respond to customer needs
- reducing duplication in services and mahi, both within our group and across the organisation
- equitable spans of control and clear accountabilities, including putting decision-making in the right place with the right people so we all know what we're here to do
- systems and processes that make it faster and easier for our people to do their mahi, and;
- continuous improvement across all parts of our mahi.

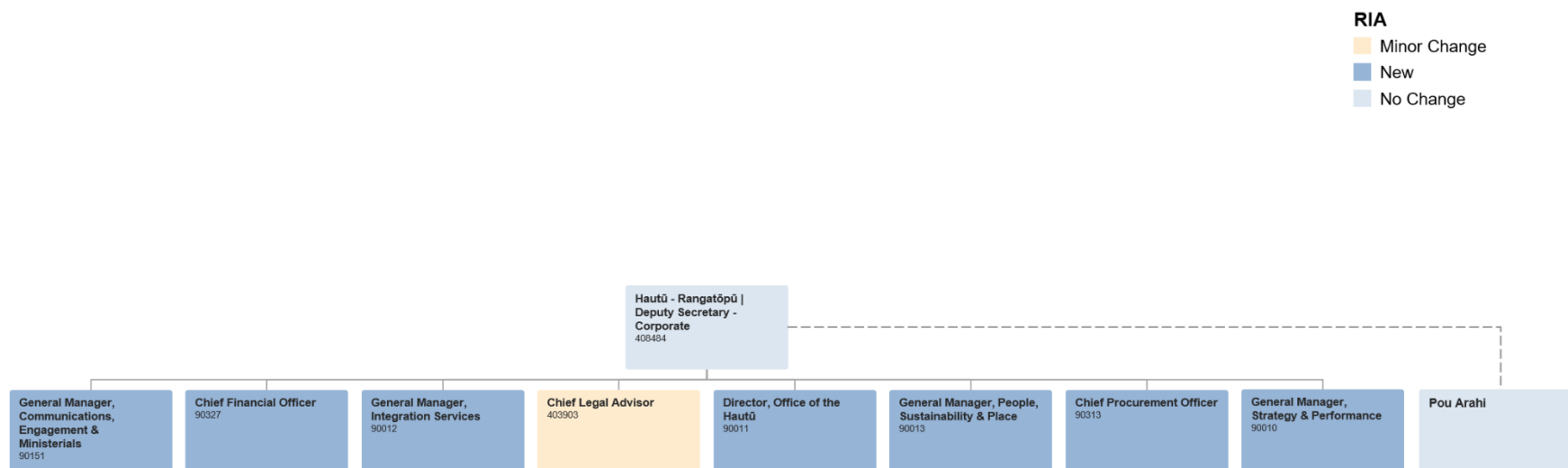
Our design going forward

We confirm that the operating model of Te Pou Rangatōpū will consist of three layers: an Integration Services layer responsible for delivering transactional services and connecting mahi from across the group to provide access to the full range of Te Pou Rangatōpū services; a Specialist Portfolio layer responsible for hosting teams based on similar focus areas, services or ways of working; and the Office of the Hautū responsible for supporting Te Pou Rangatōpū Hautū.

- The current scope of change includes only tiers 3 and 4, with line management changes at tier 5 and assessment of a small number of tier 5 positions where it made sense. I have received some feedback that is out of scope of this change. This feedback will be provided to managers and team leaders to consider, who will then have the opportunity to arrange their teams and develop and review ways of working.

- As we work together to reshape our organisation, I acknowledge there may still be duplication in some areas across Te Tāhuhu o te Mātauranga. Duplication may be reduced over time, rather than through this change process. This would likely happen where a new team or function has only just been stood up and needs to be more fully realised, or where there are processes or programmes underway that need to be completed first. Key principles of the change to date, including removing duplication, will continue to be applied to any future work with leaders and their teams.
- I would also like to acknowledge that some feedback received looked at the proposed operating model in isolation instead of looking across the group as a whole and the design of the operating model. The proposed operating model was built to give effect to the key design principle of reducing siloes and this will continue to be applied as we develop and assess ways of working over time.
- Further change is going to be needed. For example, in a number of areas, decisions have been made to join teams up in principle, but that the relevant leader(s) will be required to lead engagement, discussion, well-planned decisions and transition management. Some of this work can be done in the lead up to 31 March 2023 (the effective date for the new structures and roles), while much of it will be undertaken through 2023. In all cases, whether formal change or evolutions as groups and teams try new things, we will involve our people when change is undertaken.

Te Pou Rangatōpū high level organisation chart





**Te Tāhuhu o
te Mātauranga**
Ministry of Education

We **shape** an **education** system that delivers
equitable and **excellent outcomes**

He mea **tārai** e mātou te **mātauranga**
kia **rangatira** ai, kia **mana taurite** ai ōna **huanga**

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