

Te Mahau takiwā

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He kupu nā ngā Hautū

Poipoia ngā mokopuna, ngā rangatira o āpōpō.

Nurture our young generation, the leaders of the future.

I ia rā, i roto i ā mātou mahi, ka whakaohohohia ai mātou e te whakataukī nei. Ko tāna, he whakamahara i te wāhi nui ki a mātou ki te whakaawe i ngā ao o ā mātou ākonga, me te anamata hoki o Aotearoa mā te whakaū i tā ia tamaiti, i tā ia taiohi whai wāhi ki te mātauranga kouna katoa.

I tā mātou noho hei Hautū takitoru o te takiwā o Te Mahau, e mānawatia ana te āheinga ki te tuari i ō mātou whakaaro mā tēnei tāpaetanga mō ētahi panonitanga puta noa i Te Tai Raro, i Te Tai Whenua, ā, i Te Tai Runga anō hoki. I mahi tahi mātou, waihoki, he mea takoha mai e tēnā, e tēnā, ōna anō mōhiotanga mō ngā horopaki ā-rohe, mō ngā painga, me ngā wero anō hoki, hei waihanga ake i tētahi anga e tūtata ai, e tāwariwari ai, e whakaaro nui ai mātou, ā, e takatū ai hoki ki te tuku urupare.

I tā mātou noho hei Hautū, nō mātou te whiwhi, i ia rā, ki te kite atu i ngā kaupapa mātauranga mīharo e tukuna atu ana, ā, e hāpaitia ana e ō mātou tira ā-rohe. Ahakoa e hāngai ana te pūnaha mātauranga ki te tini ākonga me te tini whānau, arā tonu tētahi hunga ka mahue ki muri. I te nuinga o te wā ko taua hunga rā ko ngā ākonga Māori me ērā nō Te Moananui-a-Kiwa, ko ērā e pāngia ana e ngā pūhoretanga ā-oahoha, ko te hunga hauā, ko te hunga rānei ka hia tautoko motuhake ki te ako.

Kua whakatūhia a Te Mahau hei pīkau i te wero o te whai i te kairangi me te mana taurite mō ngā ākonga katoa. Ka whakatutukihia tēnei mā ngā panonitanga e whā ki ā mātou mahi:

- Ngā tū mahi hei whakamana i te Tiriti o Waitangi
- Mātua ko te reo o te rohe me te haukāinga
- Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū
- Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki

Ehara taku toa i te toa takitahi engari, he toa takitini.

Arā noa atu ngā pūkenga, ngā whakaaro, ngā hononga, me ngā whiwhitatanga puta noa i te takiwā nei. He wāhi whakahirahira tō te katoa, engari kāore i tua atu i te whakatōpū me te tō mai i aua pūmanawa ki ētahi tīma tiketike i runga i te aronga kotahi.

Ko tā te tāpaetanga nei he whakatakoto i tētahi āhua mahi ā-motu hou mō te raupapatanga o te wāhi mahi nei. Ka whai wāhi mai ko ētahi tīma ko tā rātou he tautoko i ngā hāpori. I hua ake tēnei i te oati i tuhia ki te puka whakatau o te tau kua hori, tērā o te whakapakari i te aroākapa me ngā rauemi. Ka tautokona ēnei tīma e ngā rōpū ā-rohe, e āwhina ana ki te whakaaro ake, ki te whakamahere, ā, ki te whakatutuki. Ka noho hoki hei taukaea ki ō mātou hoa mahi whānui o Te Mahau ki Te Poutāhū me Te Pae Aronui, tae ana ki Te Tāhuhu.

Ko Te Mahau mātou, ārā, te mahau me te tomokanga ki Te Whare o te Mātauranga. He wāhi whakaiti, he wāhi noho tahi, he wāhi manaaki — he wāhi aro whakamua, he wāhi tomo pai, he wāhi mārakerake, e whakarongo ai, e whai urupare hoki ai mātou ki ō mātou hāpori.

E whakahīhi ana i tā koutou pērā i ia rā, ā, e whakapono ana mātou mā te anga nei, tēnei e tāpaetia ana, e āhei ai mātou te āta mahi tahi ki te whakakapi i ngā hiahia o ngā ākonga katoa me ō rātou whānau.

E mōhio ana ka ārangī pea ētahi i ngā panonitanga. Heoi anō tāu, he toro mai ki te ringa tautoko. Tēnei te akiaki kia tiaki koutou i a koutou ko ō koutou hoa mahi.

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E hiamō ana ki te rongo i ō koutou whakaaro.

He aha te mea nui o te ao? He tangata, he tangata, he tangata.

Ngā manaakitanga,

Isabel, Jocelyn & Nancy

Message from the Hautū

*Poipoia ngā mokopuna ngā rangatira mo āpōpō.
Nurture our young generation, the leaders of the future.*

Every day in our work we are inspired by this whakataukī. It reminds us that we have the incredible opportunity to influence the lives of our ākonga and the future of Aotearoa through ensuring every child and young person gets the best education possible.

As the three Te Mahau takiwā Hautū, we appreciate the opportunity to share our thinking in this proposal for change across Te Tai Raro, Te Tai Whenua, and Te Tai Runga. We have worked on this together, each bringing what we know about our regional contexts, strengths, and challenges, to design a structure that we feel enables us to be local, flexible, accessible, and responsive.

As Hautū, we are privileged every day to see great education initiatives on the ground delivered and supported by our regional teams. While the education system works well for many ākonga and whānau, it is under-serving too many. Too often those who are missing out are ākonga who are Māori or Pacific, facing economic disadvantages, disabled or need additional support to learn.

Te Mahau has been established to address the challenge of achieving excellence and equity for all learners, achieving this through four shifts in the ways 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

*Ehara taku toa i te toa takitahi engari, he toa takitini.
Success is not the work of an individual, but the work of many.*

Across our takiwā, there is an abundance of diverse expertise, perspectives, connections, and passion. Each of us has an important role to play but the magic happens when we come together, bringing these strengths into high performing teams with a shared focus.

This proposal sets out a new national approach to our organisational structure, with integrated teams focused on local support for communities, and is founded on the promise set out in the decision document last year, of strengthening frontline presence and resources. These teams will be supported

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by regional functions helping to think, plan, deliver, and provide a connection point to our wider Te Mahau colleagues in Te Poutāhū and Te Pae Aronui, as well as across Te Tāhuhu.

As Te Mahau, we are the front porch and entry way of Te Whare o te Mātauranga. We are a place of humility, presence and manaaki— a place that is front – facing, accessible and visible, where we listen and respond to our communities.

We're proud of the way you do this every day and believe the structure we're proposing will better enable us all to work closer together to serve the needs of every ākonga and their whānau.

We know change can be unsettling and we ask that you please reach out for the support you need. We encourage you to look after yourselves and your colleagues.

We look forward to hearing your views.

He aha te mea nui o te ao, he tangata, he tangata, he tangata.

Ngā manaakitanga,

Isabel, Jocelyn & Nancy

Ngā huringa i ā tātou mahi me tō tātou tāera mahi |

Shifts in what we do and how we work

Te Mahau was established on 4 October 2021, with a promise of ‘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’. This proposal sets out how we intend to set ourselves up to be best positioned to deliver on this.

You will see that our proposed design focuses first on establishing a sustainable and scalable structure, centred around those we serve. Over time we anticipate growth at the frontline and we recognise the need to set ourselves up now in a way that flexes to enable this. From the outset, our structure is designed to bring people together in new ways so that our collective expertise is applied to local opportunities and challenges, and inspires new ways of working. Our teams must be set up to deliver integrated services and support, with greater responsiveness and accessibility, with the right capacity and capability to successfully implement change.

The proposed changes set out for Te Mahau takiwā – Te Tai Raro, Te Tai Whenua and Te Tai Runga – centre around establishing strongly connected, locally integrated teams to deliver services that enhance the experience for those we serve.

For schools, kura, kōhanga reo, and early learning centres we will do this through:

- Locally based, integrated teams bringing together our education, curriculum and learning support expertise to grow and tailor our advice, services and supports.
- Two new teams who will provide support to these local, integrated teams in change implementation and practice guidance, informed by evidence and insights. Across regions, both in the takiwā and nationally, our team members will work closely with and be supported by Te Mahau groups – Te Pae Aronui, Te Poutāhū – Te Puna Hanganga, Matihiko and the wider ministry.
- Integrated local teams working closely alongside Leadership Advisors and Strategic Advisors Māori to lift the support and advice provided to school and early learning leaders over time.

These proposed changes will better support Directors of Education in leading change across the motu and strengthening relationships with iwi, agencies, the sector and other key external stakeholders. Directors of Education will also be responsible for a shift in leadership expectations to drive the change and integrated ways of working, supported by the redesigned tier four leadership teams. Directors will strengthen relationships with the sector across Te Mahau takiwā alongside their teams. Working together we will bring together the right expertise to enable change.

For ākonga and their whānau, we will do this through:

- A closer working relationship between those who provide specialised learning support services, alongside those who partner with and support schools and early learning services.
- Growing the leadership, management practice and clinical oversight provided to education specialists so they can focus on serving ākonga and whānau.

The proposed changes to the way we work will be enabled by cohesive regional capability that is organised in a way that supports clear accountabilities through:

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- A strengthened and coherent leadership structure across the motu, making it easier for those who connect with us from the sector and across the Ministry.
- A new and consistent tier four leadership team structure in place in every region that will design and deliver local services and facilitate information, insights and advice flow between national office groups and local teams.
- New capability to support cohesive and manageable change implementation of national programmes, through the regions with the sector.

The following sections outline the proposed changes and corresponding structures from tier three through to tiers five and six for the collective Te Mahau takiwā; Te Tai Raro, Te Tai Whenua, and Te Tai Runga.

Tā mātou e tāpae nei me te take e tāpaetia ana – Taumata Toru | What we are proposing and why – Tier three

A coherent, senior leadership structure that is well placed to drive and embed change and new ways of working across our proposed new structure

Realising the promise of Te Mahau will be achieved through a much broader and deeper shift in how we work with, work across, listen and respond to those we serve. To this end, while there are minimal changes proposed to the design of our leadership structure at tier three, the way in which we actively embrace and lead this new way of working is most pertinent to our success.

Our tier three leadership teams are charged with leading change, be it portfolio based, focused on education and learning support, or aimed at strengthening our relationships with iwi and cultural capability. It is our expectation that our Directors of Education, as part of this leadership team, will lead this change in the way we work, with and through our people across the motu. We see the Directors working closely together to lead a locally responsive, regionally informed, and nationally coherent, integrated team, underpinned by formal and informal ways of working that builds and leverages our capability and capacity for those we serve.

With a strengthened tier four leadership team in support of them, Directors will extend their focus from operational delivery to schools, kura, early learning, and kōhanga reo, to also strengthening critical relationships across Te Mahau, Te Tāhuhu and other central agencies, growing deep relationships with mana whenua, iwi, hapū, and Māori. It will be through these deepened connections that Te Mahau can be a true area of common ground for ākonga to be served and supported by the sector and us.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed

We are proposing minimal change to the design of our tier three leadership teams, with several proposed changes instead focused on ensuring that we have a consistent set of leadership team capabilities to drive our collective change vision, across the motu.

Each tier three leadership team will include the following positions to lead service areas:

- Director, Office of the Hautū (x1)
- Directors of Education (x4)
- Chief Advisor (Portfolio) (x1)
- Chief Advisor – Learning Support (x1)
- Pou Ārahi – matrixed reporting line to Te Tuarongo (x1)

Establishing new Directors of Education across Auckland | Tāmaki Makaurau

The Tāmaki Makaurau region is currently led by one Director of Education (substantively). This region is geographically large, with a sizable population of ākonga with diverse learning needs.

In October 2021, an interim change was made to the leadership in Tāmaki Makaurau, operating as two regions, bringing together learning support and education functions under each Director of Education.

This structure was put into place as an interim arrangement, with the intention that it would be reviewed through this change process.

In place of this interim solution, it is now proposed that the Tāmaki Makaurau region be split into three distinct areas, led by three permanent Directors of Education. These areas are proposed as:

- Tāmaki Makaurau North / West
- Tāmaki Makaurau Central / East
- Tāmaki Makaurau South / South West

At this time, these areas are based largely on the current team boundaries to minimise disruption, with some consideration given to the boundaries of other social agencies.

It is proposed that as part of establishing these new regions, existing positions and teams would be distributed as evenly as possible across the new regional teams.

Establishing capability to support Hautū across national portfolios

All three Te Mahau takiwā Hautū have accountability for leading a national portfolio. A position of Chief Advisor, Pacific was established in late 2021. Hautū, Te Tai Raro, has the responsibility for the Pacific portfolio (nationally) and this Chief Advisor, Pacific position will support the Hautū with leading their portfolio. Recently a Chief Advisor, Education to Employment was established in Te Tai Whenua, for these purposes.

We are now proposing to establish a new permanent Chief Advisor position in support of the Hautū leading the Early Learning portfolio in Te Tai Runga.

This proposed change will see a new permanent position established to lead this mahi in support of the Hautū leading the Early Learning portfolio, in Te Tai Runga.

Proposed future structure and roles of tier three

Proposed structure of Tier 3 leadership

Proposed functions, services and accountabilities of Tier 3 leadership

	Service Areas		
Role Title	Director, Office of the Hautū	Director of Education	Chief Advisor – Learning Support
Role Architecture Name	Head of <Function> (Tier 3)	General Manager (Tier 3)	Chief Advisor, Te Mahau Takiwā
Specific Portfolio Accountabilities	–	–	Learning Support

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WHAT does the function do?	<p>The Office of the Hautū provides a core offering to support and enable the Hautū run their large operational business as well as supporting them to undertake their leadership of the wider Te Mahau business.</p> <p>This function also provides a critical connection point across Te Mahau and Te Tāhuhu with other Offices, and back into regional Integrated Operations & Insights teams who serve their regional Directors of Education.</p>	<p>This is an existing function across the motu, accountable for leading delivery of education, curriculum, leadership and learning support to schools, kura, early learning services, kōhanga reo, ākonga and their whānau.</p> <p>This function acts as the ‘porch’ where we build and strengthen our relationships with the sector, iwi and with other agencies.</p>	<p>The Chief Advisor Learning Support acts as the critical conduit between the national Learning Support function for Te Pae Aronui, and the locally based education specialist delivery teams, providing regional oversight and direction around practice leadership, and support for supervision systems in collaboration with Te Pae Aronui.</p> <p>This role also ensures that feedback and insights from regional learning support teams are fed back to the Centre to drive education support services and practice guidance to respond to local needs.</p>
WHY is it important?	<p>This function enables the Hautū to operate their separate and joint businesses effectively. This is particularly important as Te Mahau undergoes significant change and continues to grow as expectant resources gravitate to the frontline.</p>	<p>The Director role is accountable for driving the change agenda for Te Mahau takiwā and shifting the service delivery experience of and outcomes for those we serve.</p>	<p>This is an existing stand – alone role that holds a strategic connection between our local, regional, and national learning support functions.</p>
WHAT happens here?	<p>The primary functions in this team include:</p> <ul style="list-style-type: none"> ● Business support and administration ● Advisory support ● Ministerial coordination ● Business planning ● Analytical capability 	<p>The primary functions in this team include:</p> <ul style="list-style-type: none"> ● Strategic Māori advisory ● Integrated services ● Integrated operations ● Insights ● Thought leadership 	<p>The primary functions in this role include:</p> <ul style="list-style-type: none"> ● Strategic advisory ● Relationships.

	<ul style="list-style-type: none"> • Project management and support. 	<ul style="list-style-type: none"> • Planning and advice. 	
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	Service Areas cont.	
Role Title	Chief Advisor (Portfolio)	Pou Ārahi (matrixed reporting line to Hautū, Te Mahau takiwā)
Role Architecture Name	Chief Advisor, Te Mahau Takiwā	Pou Ārahi
Specific Portfolio Accountabilities	<ul style="list-style-type: none"> • Te Tai Raro: Pacific • Te Tai Whenua: Education to Employment • Te Tai Runga: Early Learning 	–
WHAT does the function do?	The Chief Advisor provides strategic advisory support to Hautū to drive their national portfolio; with each portfolio requiring a joined up, end to end view of frontline services and delivery priority areas such as Pacific Education, Early Learning (0 – 6 years old), and Education to Employment.	<p>The Pou Ārahi reports directly to the Hautū – Te Tuarongo and has a dotted reporting line to their respective Deputy Secretary within Te Mahau. This position is part of the Te Mahau takiwā leadership teams.</p> <p>Nationally, Pou Ārahi will continue to support a strong regional voice that can be reflected across operational delivery to shift the experience and education outcomes for ākonga Māori and whānau. At a regional level Pou Ārahi will work alongside the Strategic Advisor Māori role and the regional teams to support and develop relationships with iwi, hapū and Māori organisations.</p>
WHY is it important?	The Chief Advisor provides critical support to the Hautū to lead system – wide portfolios of national importance. These portfolios focus on specific areas in order to drive better educational experience and outcomes for all ākonga.	Pou Ārahi play an integral part in our shift to ‘take practical action to give effect to te Tiriti o Waitangi’ by providing Māori leadership and support especially with respect to the rangatiratanga – kawanatanga interface.

WHAT happens here?	<p>The primary functions in this role include:</p> <ul style="list-style-type: none"> • Strategic advisory • Relationships 	<p>The primary functions in this role include:</p> <ul style="list-style-type: none"> • Strategic advisory • Relationships
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Tā mātou e tāpae nei me te take e tāpaetia ana – Taumata Whā | What we are proposing and why –Tier four

Our teams work hard to provide local support to schools, kura, kōhanga reo, early learning providers, ākonga and whānau. Under this design, we are proposing changes to how we organise ourselves and our capability to deliver greater responsiveness, accessibility and integrated services and support for those we serve across the motu.

Delivering greater responsiveness, accessibility and integrated services and support

This change will see us establish new local, integrated delivery teams, bringing together our education, curriculum and learning support expertise.

Ultimately, educators and ākonga benefit most when we leverage our collective insights and knowledge, where our expertise and advice is connected. By working in an integrated team, we create greater opportunities for exchanges in information between ourselves and the sector to build more holistic advice and solutions. When we are more connected in our engagements and relationships with those we serve, it enables us to deepen our relationships and trust with them. These connections are the channels through which we receive insights and information that are important to informing our collective mahi, which we use to inform policy, advice, and practice at a national level in support of a more inclusive education system.

Over time we will further optimise local, integrated delivery teams including identifying and working towards having the right balance of skills and capacity across teams. At this time, the design sets out a scalable approach to establishing teams that will bring those who directly work with schools, kura, early learning providers, kōhanga reo, ākonga and whānau closer together, and closer to those we serve.

Our integrated teams will be supported by a wider capability at a regional level. This capability will include operational support, which focuses on day-to-day business administration and coordination support, performance and quality, and analysis. We will also introduce new capability to strengthen how we plan for, influence and support the delivery of national change programmes, through our local teams into the sector. This new capability will strengthen our connections back into Te Mahau and Te Tāhuhu to inform service design, prioritisation and practice guidance that is informed by the insights we leverage through our integrated local team connections across the sector.

Further to operational support, our Directors of Education and their teams also need a critical connection point between our day-to-day operational delivery and our longer term regional and organisational strategic direction. At a regional level, this includes capability around planning, advice and thought leadership to support input into, translation of and advice around the day-to-day, and our big picture.

Working across our team to deepen our expertise, share insights and leverage our shared knowledge and connections to the benefit of those we serve

How we organise ourselves plays a significant part in shifting the dial for those we serve; and for those who are to benefit most from the promise of Te Mahau. The sector and ākonga will experience the greatest shifts through how we work together – across our teams and organisation –and with them. It is

our intention to work with you to establish how we will do this most effectively, across our teams, locally, regionally, and back into our organisation.

We have considered how important deepening our connections across Te Mahau and Te Tāhuhu is as part of the proposed changes set out here. These connections will be essential to our success, as we grow and organise our expertise in an integrated way, around those we serve.

We will actively build communities of practice – collaborative, knowledge building practices across our structures – including between our experts and their Centres of Expertise across Te Mahau and Te Tāhuhu, to ensure that we are driving nationally consistent, regionally supported, localised advice, support and solutions. New capability is proposed to facilitate our connections across the motu and back into the Centre, including with Te Pae Aronui and Te Poutāhū.

Giving priority to regional and local voice through strengthened relationships and insight channels

As the front porch and entryway of our whare, Te Mahau is where we hold our relationships with the sector, ākonga and whānau, iwi and communities. It is important that we continue to strengthen our relationship capacity and capability at the frontline, bringing those who hold and service these relationships closer together so that our impact becomes greater than the sum of our individual interactions.

This will happen in a number of ways. Firstly, we see the proposed team structures at tier four strengthening our connection with the sector, through coordinated, coherent service delivery to the sector, educators, ākonga and whānau.

Strategic Advisors Māori and our new Leadership Advisors will work with school leaders and our teams to provide enhanced strategic advice and support to strengthen school relationships with iwi. We see this integrated network of expertise and capability working in unison to drive an experiential shift in our relationships across the sector and the impact and outcomes we can achieve through these.

Specifically, our strengthened relationships with the sector, ākonga and whānau will enable us to gather deeper understandings of sector needs and priorities. These insights will inform the services and support we design, how we implement these changes in a way that is informed by the sector, and delivered locally. This change will strengthen the channels through which regional and community voices and insights flow, linking back to the centre through the Data & Insights function in Te Pae Aronui. This will ensure decisions and services are rooted in local experience and are prioritised to meet the need. These feedback and information loops will enable us to demonstrate that what we implement and deliver is responsive to what we have heard from those we serve.

Taking practical action to giving effect to te Tiriti o Waitangi

Realising our commitment to te Tiriti o Waitangi requires us to practice reasonable and honourable kāwanatanga, as set out in the Te Arawhiti Māori Crown Relationship framework¹. Te Tāhuhu is taking meaningful steps towards honouring te Tiriti, consistent with its statutory obligations under the Education and Training Act (2020) and the Public Service Act (2020). This requires us to prioritise and

¹ Te Arawhiti, Guidelines for engagement with Māori

practice reasonable and honourable kāwanatanga through our people, to give active expression to the principles of the te Tiriti as we each carry out our daily professional duties².

We are giving effect to the deliberate and strengthened capacity and expectations of our kāwanatanga role through our proposed design for Te Mahau takiwā. We do this by strengthening our frontline response to this shift through:

- Pou Ārahi being an important investment in our relationships with iwi, hapū and the way we work, providing strategic advice and thought leadership from their position as part of the TE Mahau takiwā leadership team, as well supporting our Directors of Education in raising te ao Māori competency across the motu;
- Strategic Advisors Māori and local teams working more closely together to strengthen the relationships we hold with iwi and hapū, to be better positioned to serve schools, kura, kōhanga reo, early learning centres, ākonga and their whānau, in way that gives effect to our te Tiriti obligations;
- Education and Leadership Advisors working alongside school leaders to deepen relationships with Māori and iwi;
- Establishing sustainable leadership teams that support and enable Directors of Education to continue to deepen the relationships we hold with mana whenua, iwi, hapū and Māori, regionally and locally; and
- Organising ourselves, locally, so that we can be more targeted in the support and services we provide.

This gives us a practical platform to actively build closer partnerships with Māori and iwi to shape an education system that enables ākonga Māori to enjoy and achieve educational success as ākonga Māori.

It is important that we acknowledge that there is an evolving te Tiriti o Waitangi landscape³. We are committed to our engagement with tangata whenua. We will grow our cultural capabilities, connections, and understanding needed to be a good kāwanatanga party to te Tiriti.

Embedding our Learning Support delivery teams

Learning Support sits at the heart of supporting inclusive educational outcomes for all ākonga. We know that we have deep learning support expertise and strong practice across the motu.

The shifts proposed now, provide us with an opportunity to bring our learning support practice closely alongside our wider expertise, in local, integrated teams. This will enhance the advice and services we provide to those who are directly involved in and influence the day-to-day access to and learning experiences of ākonga.

Enabled through new ways of working together, our learning support delivery teams will work alongside education and curriculum colleagues, enabling us to better leverage our collective expertise to drive inclusive teaching and learning to support more ākonga, more effectively. Our local, integrated teams

² Establishing Te Mahau within Te Tāhuhu o te Mātauranga | The Ministry of Education – decision document (May 2021)

³ Cabinet Office Circular (19) 3, Better Co-ordination of Contemporary Treaty of Waitangi Issues

will be led by leaders who develop and deepen their capability across learning support, curriculum and education, driving integrated ways of working in support of these outcomes.

As well as harnessing knowledge sharing by working more closely together, we can also better leverage our local relationships with school leaders, educators, iwi, ākonga and their whānau, in support of learning outcomes. Regionally, new Leadership Advisors working with school leaders, and Strategic Advisors Māori will support our local, integrated teams to drive a more inclusive and holistic approach to how ākonga are supported across their ecological system.

Local, integrated teams will be supported by integrated operations and insights capability including business and administrative support, practice, quality, and implementation support. New capability across each region will also strengthen the support for local teams, including learning support. This will better inform what and how services are shaped at a national level as well as the change and implementation support and guidance received from across Te Mahau (including Te Pae Aronui Learning Support function) and Te Tāhuhu.

This new capability will also provide support at a regional level to better connect our local learning support delivery teams, with their wider communities of practice across the motu. This support is further strengthened by a network of Performance & Quality teams at a regional level, and the Chief Advisor Learning Support at a regional level to establish critical channels of enhanced practice guidance and leadership support, informed by local insights and need.

As this network of capability, connections and support come together and become embedded through our new ways of working, they will provide critical pathways through which we influence insight-driven service delivery models and drive greater responsiveness and integrated solutions for those we serve.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed

Under this proposal, tier four leadership teams reporting to Directors of Education will be established and will have a coherent, consistent structure across the motu.

Each tier four leadership team will include the following permanent positions:

- Strategic Māori Advisor (x1 – 2) (already established)
- Manager Integrated Services (numbers are region dependent)
- Manager Integrated Operations & Insights (x1)
- Manager Planning & Advice (x1)
- It is also expected that new Leadership Advisor positions expected in early 2023 will form part of this leadership team, reporting into the Directors of Education for each region.

In addition, under this proposal, a further Strategic Advisor Māori tier four role would be established in Tāmaki Makaurau to support the new design.

We know that the sector wants to engage with us in a more coordinated and connected way. This will enable us, through the relationships we hold with the sector, to facilitate a coordinated and connected approach to our engagements.

It is intended that all tier four roles will be located in the region they serve. It is desirable that the new Manager Integrated Services positions are located in the local area that those they serve are located in.

Integrated Services

We are proposing the establishment of local Integrated Services teams across the motu. The explicit intent of these proposed changes is that over time, our takiwā can expect new services and a shift in resources towards the frontline in support of the sector.

Our proposed design at tier four is focused on establishing a coherent and scalable leadership structure across the motu that also enables us to deliver greater responsiveness, accessibility and integrated services and support to those we serve.

To achieve this, we propose bringing our operational advice and delivery expertise closer together into integrated, local teams under a leader that will oversee education, curriculum and learning support. These proposed new teams will be led by proposed new Manager Integrated Services positions that will hold capability across these delivery functions and be ideally located in the locality that they serve.

These new Manager Integrated Services positions are proposed to replace our current tier four functional leadership structure, specifically the following positions: Manager Education, Manager Learning Support, and Curriculum Manager.

Indicative Integrated Services teams by location

Under this proposal, **Te Tai Raro** would have the following Integrated Services teams established.

Te Tai Tokerau will have **three local teams** serving 153 schools (31,630 ākonga), and 285 early learning services. These local teams could look like:

1. Integrated Services Team: Far North
2. Integrated Services Team: Whangārei 1
3. Integrated Services Team: Whangārei 2

Tāmaki Makaurau will have a total of **12 local service delivery teams**, spread across the three new regions – four in each region. Given the significant proposed change to Tāmaki Makaurau/Auckland's region, further consideration and work is being taken to understand how local teams across three new regions will be organised. The intention for local, integrated teams to sit within the geographical areas they serve will still apply across Tāmaki Makaurau, and will be considered based on the following:

- **Auckland | Tāmaki Makaurau – North/ West** will have **four local teams** serving 202 schools (118,956 ākonga), and 730 early learning services.
- **Auckland | Tāmaki Makaurau – Central/ East** will have **four local teams** serving 197 schools (80,575 ākonga), and 408 early learning services.
- **Auckland | Tāmaki Makaurau – South/ South – West** will have **four local teams** serving 177 schools (82,112 ākonga), and 530 early learning services.

Under this proposal, **Te Tai Whenua** would have the following Integrated Services teams established

Bay of Plenty Waiariki will have **four local teams** serving 193 schools (63,840 ākonga), and 414 early learning services. These local teams could look like:

Te Mahau takiwā

1. Integrated Services Team: Rotorua
2. Integrated Services Team: Taupō
3. Integrated Services Team: Tauranga
4. Integrated Services Team: Whakatāne

Hawke's Bay Tairāwhiti will have **four local teams** serving 179 schools (40,165 ākonga), and 334 early learning services. These local teams could look like:

1. Integrated Services Team: West CHB
2. Integrated Services Team: Napier/Wairoa/Havelock
3. Integrated Services Team: Gisborne/East Coast
4. Integrated Services Team: Hastings/ Flaxmere

Taranaki Manawatū Whanganui will have **four local teams** serving 238 schools (54,001 ākonga), and 398 early learning services. These local teams could look like:

1. Integrated Services Team: Waitomo/New Plymouth/Stratford
2. Integrated Services Team: South Taranaki/Whanganui
3. Integrated Services Team: Ruapehu/Rangitikei/Manawatū
4. Integrated Services Team: Palmerston North City/Horowhenua

Waikato will have **five local teams** serving 282 schools (75,723 ākonga), and 561 early learning services. These local teams could look like:

1. Integrated Services Team 1: North/West Waikato
2. Integrated Services Team 2: South Waikato
3. Integrated Services Team 3: Hauraki/Coromandel
4. Integrated Services Team 4: Hamilton East
5. Integrated Services Team 5: Hamilton West

Under this proposal, **Te Tai Runga** would have the following Integrated Services teams established

Wellington will have **five local teams** serving 290 schools (90,271 ākonga), and 548 early learning services. These local teams could look like:

1. Integrated Services Team 1: Wellington
2. Integrated Services Team 2: Lower Hutt
3. Integrated Services Team 3: Tawa/ Porirua/ Kāpiti/ Horowhenua
4. Integrated Services Team 4: Upper Hutt/ Wairarapa/ Tararua
5. Integrated Services Team 5: Māori Education*

*This team reflects the current ways of working within the Wellington region, based on the existing capability and expertise to support kura and kōhanga reo across the region.

Nelson, Marlborough, West Coast will have **three local teams** serving 127 schools (28,933 ākonga), and 194 early learning services. These local teams could look like:

1. Integrated Services Team: Marlborough/ Kaikōura
2. Integrated Services Team: Nelson/ Tasman
3. Integrated Services Team: West Coast

Te Mahau takiwā

Canterbury, Chatham Islands will have **six local teams serving** 287 schools (98,390 ākonga), and 537 early learning services. These local teams could look like:

1. Integrated Services Team: South Canterbury
2. Integrated Services Team: Mid – Canterbury and Selwyn
3. Integrated Services Team: East Christchurch
4. Integrated Services Team: North – West Christchurch
5. Integrated Services Team: South Christchurch and Chatham Islands
6. Integrated Services Team: North Canterbury

Otago, Southland will have **three local teams** serving 235 schools (50,474 ākonga), and 345 early learning services. These local teams could look like:

1. Integrated Services Team: Dunedin/ South Otago
2. Integrated Services Team: Southland
3. Integrated Services Team: Rural Otago

These local areas across the motu are indicative and are subject to change, flexing to accommodate those we serve as their needs change over time. The local areas indicated above are largely based on current team boundaries to minimise disruption where possible, with some consideration given to the boundaries of agencies Te Tāhuhu works closely with.

The number of proposed Integrated Services teams (and spans of control for these leaders) above anticipates additional positions, including Curriculum Advisors which are likely to be recruited across our regions from early 2023.

It is proposed that as part of establishing these new positions, existing positions and teams reporting into the current Manager Education, Manager Learning Support and Curriculum Manager positions, would be evenly distributed across the new regional teams accordingly.

Proposed functions, services and accountabilities of Integrated Services

The table below shows the proposed functions, services and accountabilities of the new **Integrated Services function**, reporting into Directors of Education.

	Integrated Services
WHAT does the function do?	This function brings integrated, local support to life, as the interface for schools to engage us on ‘all things’ education. It does this by bringing those who serve educators and leaders, ākonga and whānau at the frontline, closer together.
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> ● Education advisory ● Curriculum advisory ● Learning Support delivery ● Other locality specific advisory and delivery.

Te Mahau takiwā

Level 4 Services	Integrated Services
Role Title	Manager Integrated Services
Role Architecture Name	Function Manager (Tier 4)
WHAT happens here?	<p>This team will:</p> <ul style="list-style-type: none"> ● Bring to life the metaphor of Te Mahau (the front porch), acting as the primary holder of relationships with those we serve, and alongside regionally based Leadership Advisors and Strategic Advisor Māori colleagues, providing a cohesive and strong connection through all which Ministry services, advice and insights to the sector, flows through. ● Bring together those who hold the relationships with schools and early learning providers, and those who deliver key expertise and services to ākonga, whānau and educators, including learning support. ● Bring operational delivery teams closer together to ensure that the right skills can come together at the right time to serve schools and early learning services, to reach more, more effectively. It also means that we can be more connected and cohesive in our service delivery. ● Support the delivery of the learning support delivery model and the Learning Action Plan, providing support to the learning and education support specialists.
WAYS OF WORKING	<p>This team will achieve this by:</p> <ul style="list-style-type: none"> ● Establishing and driving ways of working across the team, region and motu, in support of delivering a highly responsive, accessible and integrated local support function for all of those we serve – schools, kura, kōhanga reo, early learning providers, ākonga, whānau and educators – to engage us on all things education. ● Building close connections across the region and with other regions to share information, insights, and improvements.

Integrated Operations & Insights

Integrated Services will be enabled by the establishment of regional Integrated Operations & Insights teams across the motu

The proposed local, integrated delivery teams focused on our educators, ākonga and whānau will require support. We propose bringing the functions that provide our frontline expertise with operational support together into a new team across each region called Integrated Operations & Insights.

This proposed new team will provide a critical connection between our local delivery teams and the wider Te Mahau and Te Tāhuhu teams. It will help facilitate Community of Practice connections between our locally dispersed expertise, such as Curriculum Advisors and Learning Support, with their colleagues across the motu and back to Centres of Expertise in Te Poutāhū and Te Pae Aronui.

Proposed new capability at tier five will also support local teams to inform and shape the design and delivery of new services and support to the sector. The proposed Integrated Operations & Insights team will provide a connection point, for example:

- Supporting local teams to channel insights to Data & Insights in Te Pae Aronui, and;
- Acting as a critical facilitator between local teams and Change Management & Implementation in Te Pae Aronui and Te Poutāhū, when it comes to prioritising and planning for the roll out of new initiatives and services.

Proposed functions, services and accountabilities of Integrated Operations & Insights

The table below shows the proposed functions, services and accountabilities of the new **Integrated Operations & Insights function**, reporting into Directors of Education.

	Integrated Operations & Insights
WHAT does the function do?	This new function supports the Director of Education and their operationally focused teams to prioritise and implement change, and to support delivery at a local level.
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none">● Change and implementation, including operational and change planning and reporting● Business support● Practice and quality (learning support)● Coordination and administration● Analysis and insights.
Level 4 Services	Integrated Operations & Insights
Role Title	Manager Integrated Operations & Insights

Role Architecture Name	Function Manager (Tier 4)
WHAT happens here?	<p>This position and its team bring together expertise at a regional level to:</p> <ul style="list-style-type: none"> ● Act as a critical facilitator between local teams and other organisational groups, to prioritise and plan for the roll out of new initiatives and services working closely with the Te Pae Aronui Change Management and Implementation group; and gathering insights from the implementation and delivery of national programmes at a local level to inform future service design and delivery, practice guidance and continuous improvement working with wider Te Mahau and Te Tāhuhu teams. ● Provide a cohesive point of coordination and support to national Centres of Expertise, such as the Curriculum Centre's connection with Curriculum Advisors across the region. ● Provide day-to-day business support, administration and coordination services to the leaders and teams across the region.
WAYS OF WORKING	<p>This team will achieve this by:</p> <ul style="list-style-type: none"> ● Establishing and driving ways of working across the team, region and motu, in support of delivering a highly responsive, accessible and integrated local support function for all of our customers – schools, kura, kōhanga reo, early learning providers, ākonga, whānau and educators – to engage us on all things education. ● Strengthening localised capability and capacity to support the prioritised roll out of national programmes and change implementation in the sector. ● Acting as a critical connection point for the Data & Insights, Design and Delivery functions for Te Pae Aronui, providing feedback and insights on change and implementation from the sector and frontline, back to the Centre. ● Facilitating the critical connection between local expertise and their Centres of Expertise in Te Pae Aronui and Te Poutāhū, e.g. Curriculum Advisors, to ensure that whilst integrated, this expertise is well connected in and supported by the Centre.

Regional Planning & Advice

Regions will be supported by the establishment of regional Planning & Advice teams across the motu

It is critical that our regional leadership teams are also equipped to think and strategically plan, as well as do. A number of existing roles in regional delivery teams today are engaged in thought leadership, insight gathering, regional planning and improvement activities. These roles are critical to informing how services and practice guidance are shaped nationally, and delivered locally.

We propose bringing together the roles important to how regions plan and respond, and inform future services meet educators, ākonga and whānau need at a local level under a new Manager Planning & Advice position in each region. The Manager will work across the wider regional leadership team and in support of the Director of Education, to:

- lead coordinated regional-level planning, reporting and advice – noting that the Integrated Operations & Insights team lead operational related planning and prioritisation activity
- build and enhance quality and consistency of advice and practices and identify best practice
- develop key relationships with internal stakeholders, including those with central planning, financial and strategy functions
- work closely across wider delivery focused teams and external stakeholders to support best practice and identify continuous improvement.

Pragmatically, some frontline expertise may reside in this team, including some service delivery expertise where there are too few roles to sit across local Integrated Services teams.

Proposed functions, services and accountabilities of Planning & Advice

The table below shows the proposed functions, services and accountabilities of the new **Planning & Advice function**, reporting into Directors of Education.

	Planning & Advice
WHAT does the function do?	This function brings together the capability required to support and enable regions to strategically think and plan, as well as do.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Advisory• Thought leadership• Regional planning (including networks)• Expertise (operating across a region).
Level 4 Services	Planning & Advice
Role Title	Manager Planning & Advice
Role Architecture Name	Function Manager (Tier 4)

WHAT happens here?	<p>A number of existing roles in regional delivery teams today are engaged in thought leadership, insight gathering, planning and improvement activities. These roles are critical to informing how services and practice guidance are shaped nationally, and delivered locally. This position, and its team will:</p> <ul style="list-style-type: none"> ● Bring together thought leadership, advisory, and planning capability to provide a strategically focused team that informs how future services and practice guidance are shaped nationally, and delivered locally. ● Work closely with delivery focused teams, external stakeholders and other regional Planning & Advice teams across the motu to support best practice and identify continuous improvement. ● Lead coordinated regional-level planning, reporting and advice – noting that the Integrated Operations & Insights team lead operational related planning and prioritisation activity.
WAYS OF WORKING	<p>This function is a critical point of connection for wider Ministry groups on future needs and advice from regions. This team will achieve this by:</p> <ul style="list-style-type: none"> ● Establishing and driving ways of working across the team, region and motu, in support of delivering a highly responsive, accessible and integrated local support function for all of our customers – schools, kura, kōhanga reo, early learning providers, ākonga, whānau and educators – to engage us on all things education. ● Bringing together thought leadership, advisory, and planning capability to provide a strategically focused team that informs how services and practice guidance are shaped nationally, and delivered locally. ● Working across the wider regional leadership team and in support of the Director of Education to provide support through planning and strategic advice across the other regional functions which are predominantly focused on operational delivery.

Proposed future structure and roles across each Te Mahau takiwā

Proposed structure for Te Tai Raro

Proposed structure for Te Tai Whenua

Proposed structure for Te Tai Runga

Role summaries for proposed new roles

Summarised impact tables for potentially impacted roles

Te Mahau takiwā

Tā mātou e tāpae nei me te take e tāpaetia ana – Taumata rima me te ono | What we are proposing and why – Tiers five and six

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed

Supporting local teams to implement change and new services successfully into the sector

Our proposed changes at tiers three and four have focused on how we organise ourselves around those we serve, in order to provide greater responsiveness, accessibility and integrated support, locally. These changes, enabled by shifts in how we work and a sharpened focus on our relationships across the ecosystem, will also be supported by new capabilities across the motu.

The establishment of Te Mahau signalled an important shift in *how* we work with and for the education sector, whānau, and ākonga. This will see us increasingly take an active role in providing insights from the frontline, whānau and communities on emergent trends through to the Centre, on what is working and what needs to be resolved across the organisation as a whole. We, as Te Mahau takiwā, will provide this real-time ‘system’ view and frontline operational perspectives to inform Te Mahau and Te Tāhuhu on what to prioritise and deliver.

This is a significant shift to how we operate now. It requires us to build and strengthen our connections across our own organisation as well as with those we serve. We have mentioned the channels that we seek to establish through our relationships, leadership and how we organise ourselves. In support of this, we are proposing to establish new capability to support change and implementation across each of our regions.

Our proposed new structure to strengthen the working relationship across our education, curriculum, and learning support functions; create a more comprehensive integrated support system through existing and new capability; and enhance the thought leadership, advice and planning functions will support the successful implementation and integration of change across our takiwā. Working closely with the Te Pae Aronui Change Management & Implementation function, this capability will provide a regional, central point to inform our Central teams to assess sector and regional readiness for change; prepare for implementation of change delivery, and support change integration and embedding post implementation. Over time we will look to grow this new and much needed capability to better support planning and implementation practices that determine how educators, ākonga and whānau experience the change and programmes we deliver to and for them.

Transitioning our local delivery expertise to locate together in the takiwā

Over time we will continue to shift resources to the front porch and entryway of our whare. This will see us take further steps to bring those who are located locally across the motu, and deliver services directly to those we serve, into Te Mahau takiwā.

Our local learning support teams are the first point of contact about learning support for early learning services, schools, educators, ākonga and their whānau. These teams are supported by a wider learning support network, regionally and centrally, through the National Te Pae Aronui Learning Support function.

Te Pae Aronui is proposing a new, agile national function that is focused on its system leadership role including oversight of the Learning Support Delivery Model. As part of this proposed change this will see local learning support delivery functions transition from Te Pae Aronui to our new local, integrated teams.

This brings the breadth of expertise we have across learning support delivery, together into our local Integrated Services teams so that we can share knowledge and expertise across our practice; influence inclusive practice across our teams; and strengthen the support we can provide through multiple channels of expertise surrounding educators, leaders, ākonga and their whānau.

We note that there are a range of regionally located functions and teams supporting delivery to those we serve, with learning support being one example of this. We will continue to take a staged approach to transitioning capability into the regions, noting that much of the shifts we need to make for educators, ākonga and whānau, can be achieved through how we work together.

Under this proposal therefore, you will see that there will continue to be some positions that serve our educators, school leaders, ākonga and whānau sitting in other teams across Te Tāhuhu, but working closely with us to deliver cohesive, aligned services and support to the sector, ākonga and their whānau.

Ensuring our Tāmaki Makaurau teams are well resourced to support integrated local delivery

We have talked to the establishment of three new regions across Tāmaki Makaurau, including new Directors of Education to ensure that we are well placed to support this large, diverse and growing area. As we redistribute our capability across these new regions, we will need to establish several new positions to ensure that all our teams have the core capability they need to function effectively.

Proposed functions, services and accountabilities of tier five teams

The table below shows the proposed functions, services and accountabilities of **new teams at tier five**.

	Change & Implementation
WHAT does the function/service do?	The proposed new Change & Implementation function acts as a point of facilitation between our local Integrated Services teams, and other teams and groups seeking to plan for and deliver changes to the sector, and to coordinate connections between Centres of Expertise and our expertise dispersed across teams.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> • Change and implementation • Project coordination.
Level 4 Teams	Integrated Operations & Insight, Regions
Role Title	Team Leader Change & Implementation
Role Architecture Name	Team Leader (Tier 5)

WHAT happens here?	<p>This position, and its team as this is established over time, will create a more cohesive approach to connecting across the wider Te Mahau groups and aligning with the Centre, this new lead role will facilitate and coordinate the change and implementation between frontline staff within Te Mahau takiwā, and the service delivery and design teams across Te Tāhuhu. This includes:</p> <ul style="list-style-type: none"> • Leading the implementation and integration of change across the region to provide a regional, central point to inform our Central teams of sector and regional readiness for change, preparing them for implementation of change delivery and supporting the change integration. • Supporting local Integrated Services teams to plan for, prioritise and roll out national change programmes, at a local level in a way that is prioritised, supported and impactful for those we serve. • Providing regional support to our local Integrated Services teams, and the wider Te Mahau National teams around post implementation and embedding of change. • Identifying opportunities to better support planning and implementation practices across Te Mahau takiwā and Te Tāhuhu, continuously improving how our customers experience the change and programmes we deliver to and for them. • Supporting our regions to grow our implementation capability with a more connected approach and holistic view across all stages of the education system.
WAYS OF WORKING	<p>This team will achieve this by:</p> <ul style="list-style-type: none"> • Facilitating and coordinating the change and implementation between frontline staff within Te Mahau takiwā, and the service delivery and design teams across Te Tāhuhu. • Leading change through leadership and management that influences and enthuses others through personal advocacy, vision and drive, in collaboration with colleagues.

In addition to the above new team lead, under this proposal, the following **tier five roles** will be established to support the new design:

- Executive Assistant, reporting to Manager Integrated Operations & Insights in Tāmaki Makaurau (South & South West), Te Tai Raro
- Business Support Manager, reporting to Manager Integrated Operations & Insights in Tāmaki Makaurau (Central & East), Te Tai Raro
- Performance and Quality Lead, reporting to Manager Integrated Operations & Insights in:
 - Tāmaki Makaurau (North & West), Te Tai Raro
 - Tāmaki Makaurau (Central & East), Te Tai Raro
 - Tāmaki Makaurau (South & South West), Te Tai Raro
- Analyst, reporting to Manager Integrated Operations & Insights in Tāmaki Makaurau (Central & East), Te Tai Raro

- Team Leader Change and Implementation, reporting to Manager Integrated Operations & Insights in each region across the motu
- Principal Adviser, reporting to Manager Planning & Advice in Tāmaki Makaurau (South & South West), Te Tai Raro
- Service Manager, reporting to Manager Integrated Services in Hawkes Bay Tairāwhiti, Te Tai Whenua.

And the following **changes** will be made to existing roles:

- Transfer of all Service Managers (and direct reporting teams) from Te Pae Aronui Learning Support group to report to the Manager Integrated Services across the following local teams:
 - Te Tai Raro | Te Tai Tokerau
 - Te Tai Raro | Tāmaki Makaurau (South & South West) (2)
 - Te Tai Whenua | Bay of Plenty Waiariki
 - Te Tai Whenua | Taranaki Manawatū Whanganui
 - Te Tai Whenua | Waikato
 - Te Tai Runga | Nelson
 - Te Tai Runga | Canterbury, Chatham Islands
- Change in title for Support Manager (2) reporting to Business Support Manager, Auckland/ Tāmaki Makaurau, Te Tai Raro, to Business Support Manager, to report to Manager Integrated Operations & Insights in Tāmaki Makaurau (North & West) and Tāmaki Makaurau (Central & East).
- Change in tier for all Contracts and Licensing positions currently reporting to the Manger under Business Support, Tāmaki Makaurau, Te Tai Raro, from tier six to tier five, to report to the Manager Integrated Operations & Insights.

Proposed future structure and roles – Te Tai Raro

Proposed structure for Te Tai Raro

Proposed future structure and roles – Te Tai Whenua

Proposed structure for Te Tai Whenua

Proposed future structure and roles –Te Tai Runga

Proposed structure for Te Tai Runga

Role summaries for proposed new roles

Summarised impact tables for potentially impacted roles

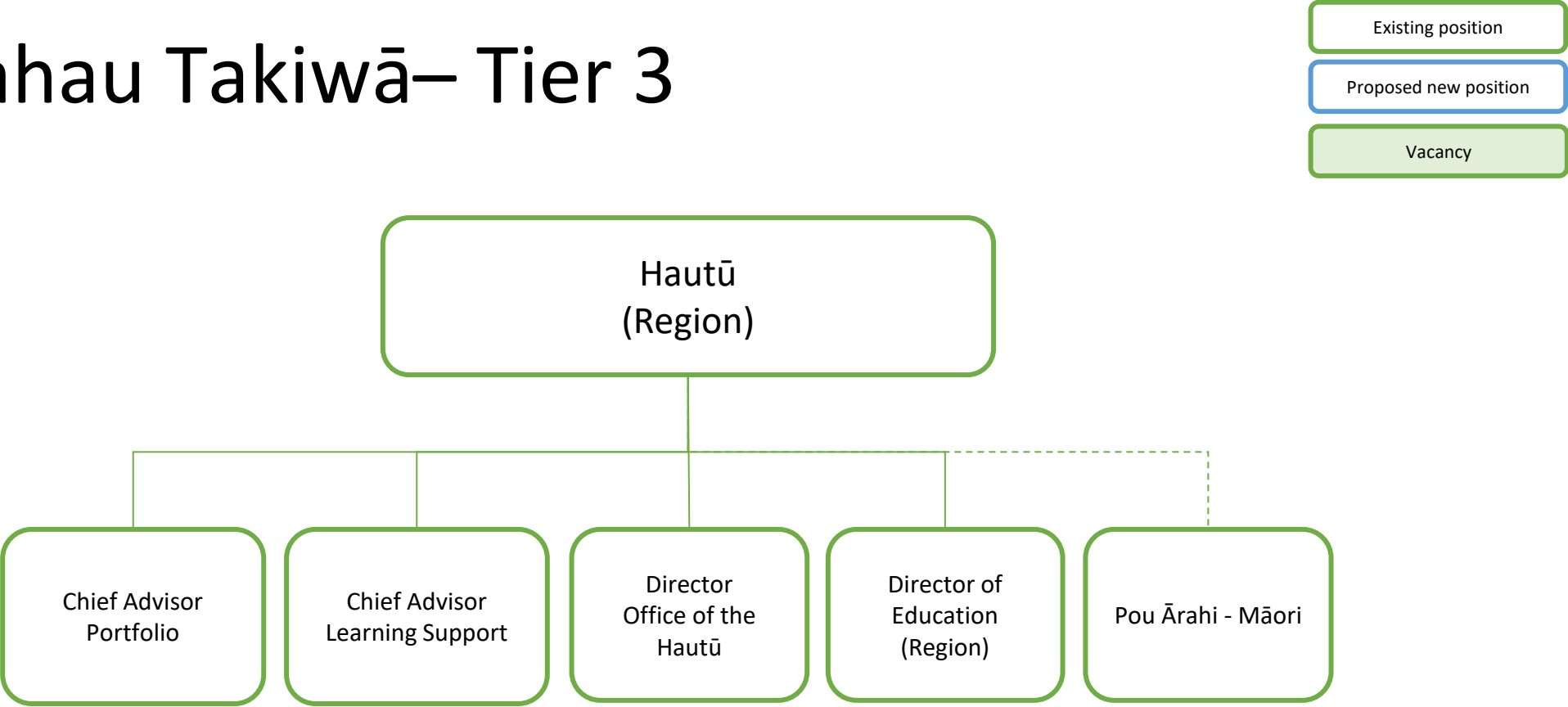
Te Mahau takiwā

Te Mahau Takiwā

Proposed structure charts

5 October 2022

Te Mahau Takiwā– Tier 3

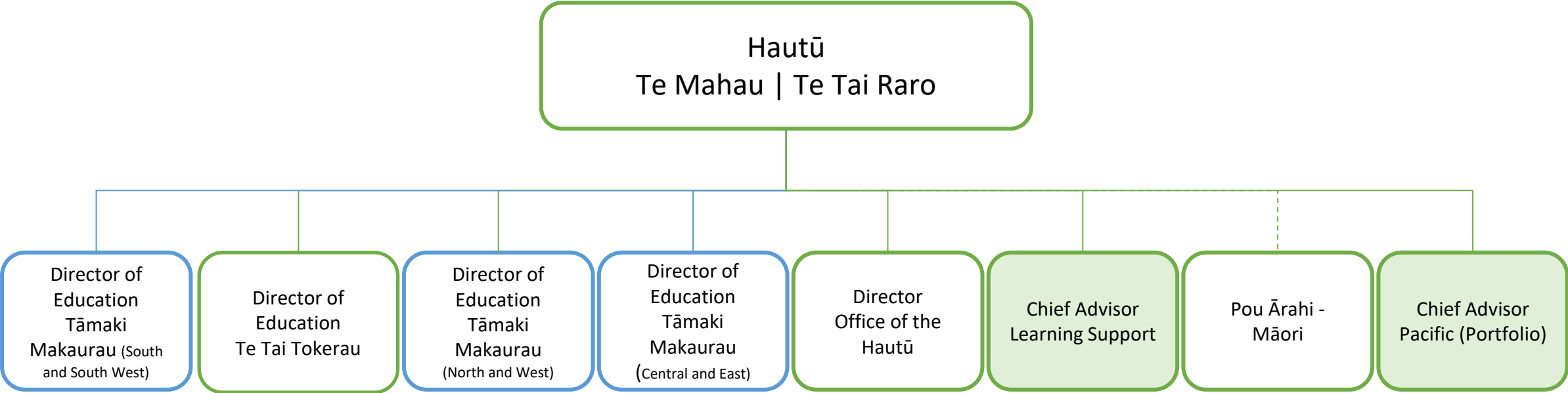


Te Mahau | Te Tai Raro – Tier 3

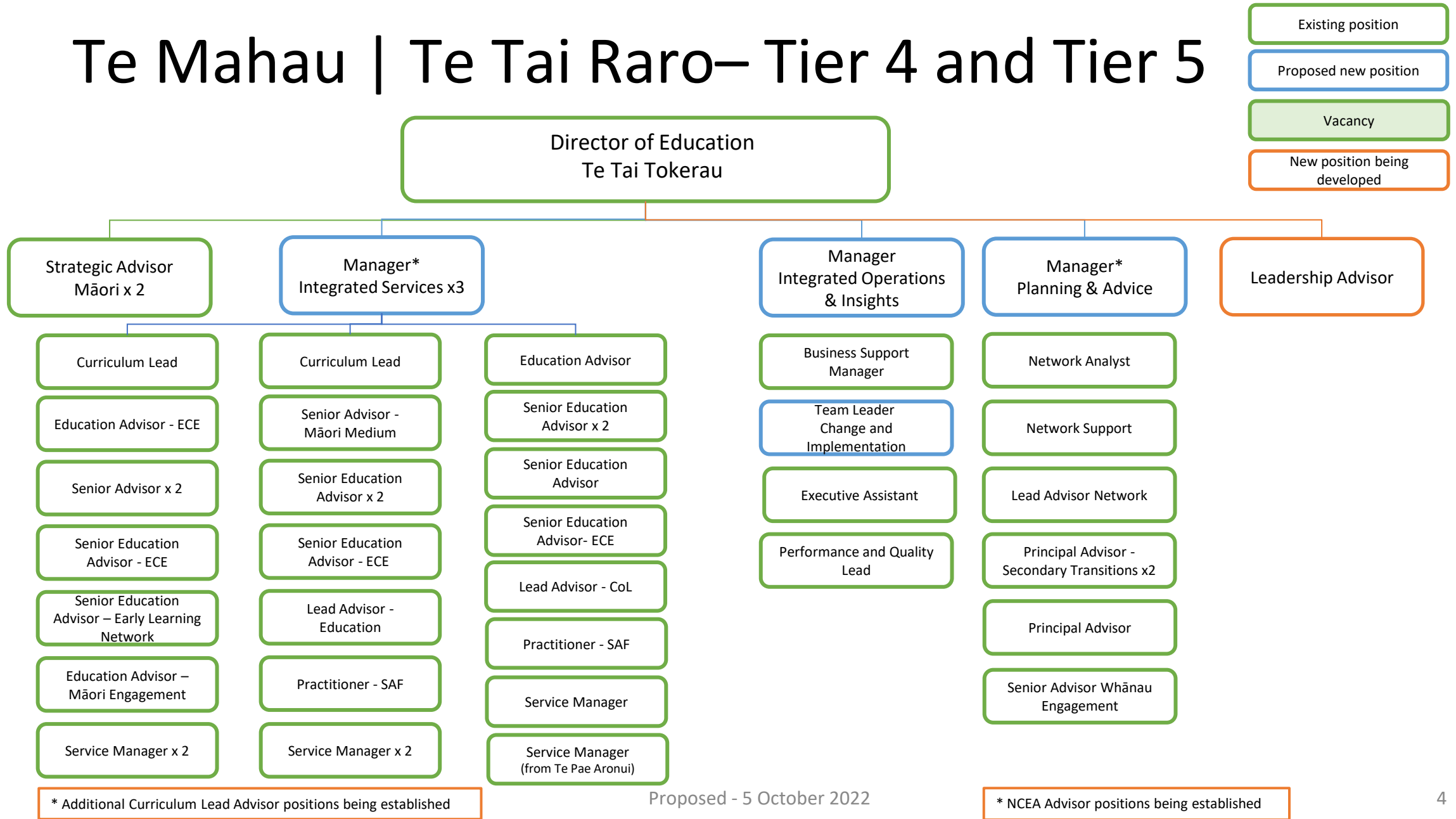
Existing position

Proposed new position

Vacancy



Te Mahau | Te Tai Raro– Tier 4 and Tier 5



Te Mahau | Te Tai Raro– Tier 4 and Tier 5

Director of Education
Tāmaki Makaurau (North and West)

Existing position

Proposed new position

Vacancy

New position being developed

Strategic Advisor
Māori

Manager*
Integrated Services x4

Manager
Integrated Operations
& Insights

Manager*
Planning & Advice

Leadership Advisor

Curriculum Lead

Curriculum Lead

Curriculum Lead

Education Advisor -
Māori Engagement

Senior Advisor
Education x 2

Education Advisor

Education Advisor -
ECE

Senior Education
Advisor

Senior Education
Advisor - ECE

Senior Advisor x 2

Senior Education
Advisor x 2

Senior Education
Advisor – ECE x 2

Senior Education
Advisor - Pacific

Senior Education
Advisor ECE

Senior Education
Advisor - ECE

Practitioner - SAF

Practitioner - SAF

Lead Advisor - CoL

Lead Advisor - CoL

Senior Advisor
Early Learning – Pacific
Services

Service Manager

Practitioner - SAF

Service Manager x 2

Service Manager x 3

Service Manager
(Transferred from Te
Pae Aronui)

Service Manager x 2

Analyst

Business Support Manager

Executive Assistant

Team Leader
Change and Implementation

Performance and Quality
Lead

Administration Support –
Pacific Team

Contracts and Licensing
Administrator

Senior Advisor
Contracts

Advisor
Covid Response Advisor x 2

Principal Advisor -
Secondary Transitions

Principal Advisor

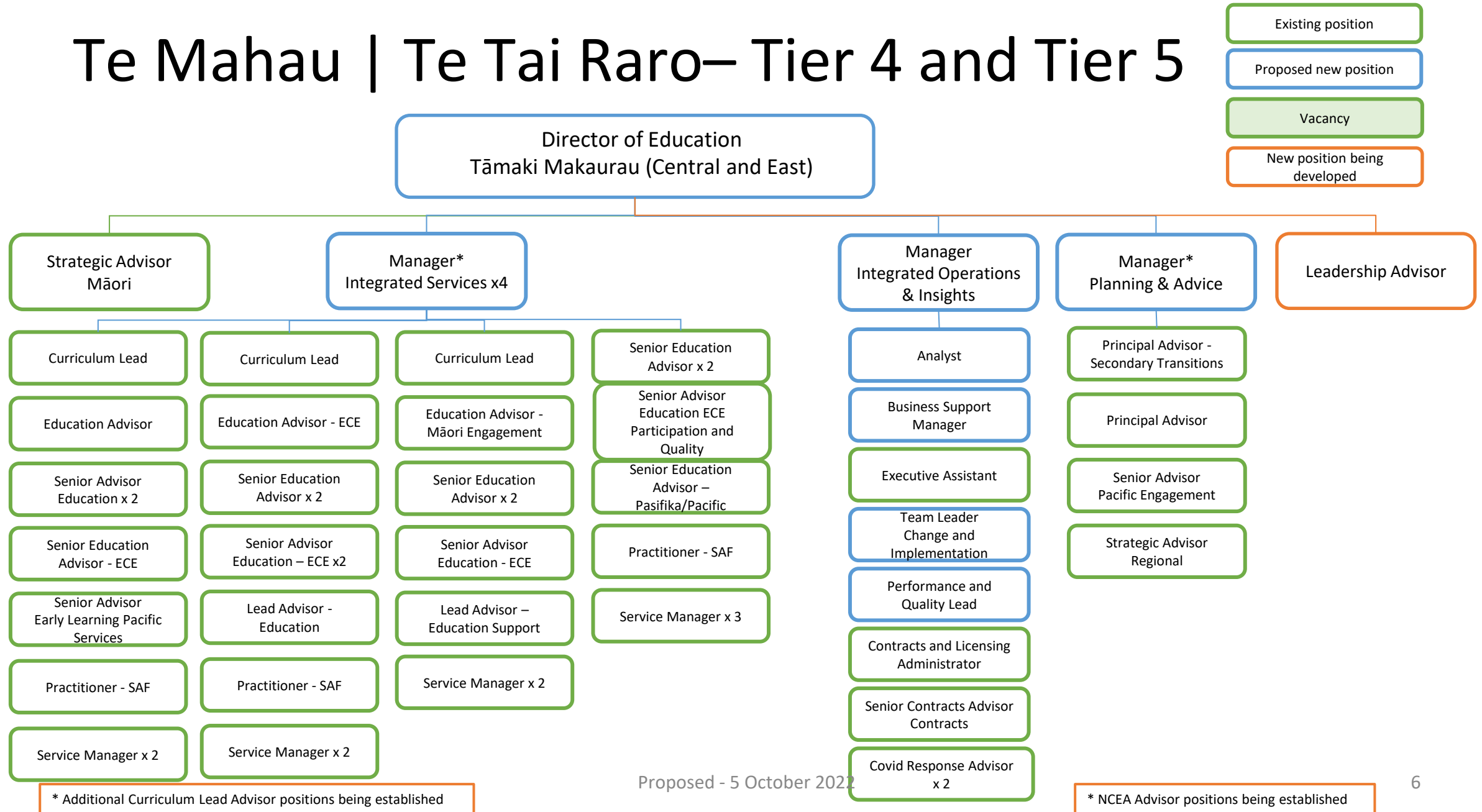
Senior Advisor
Pacific Engagement

* Additional Curriculum Lead Advisor positions being established

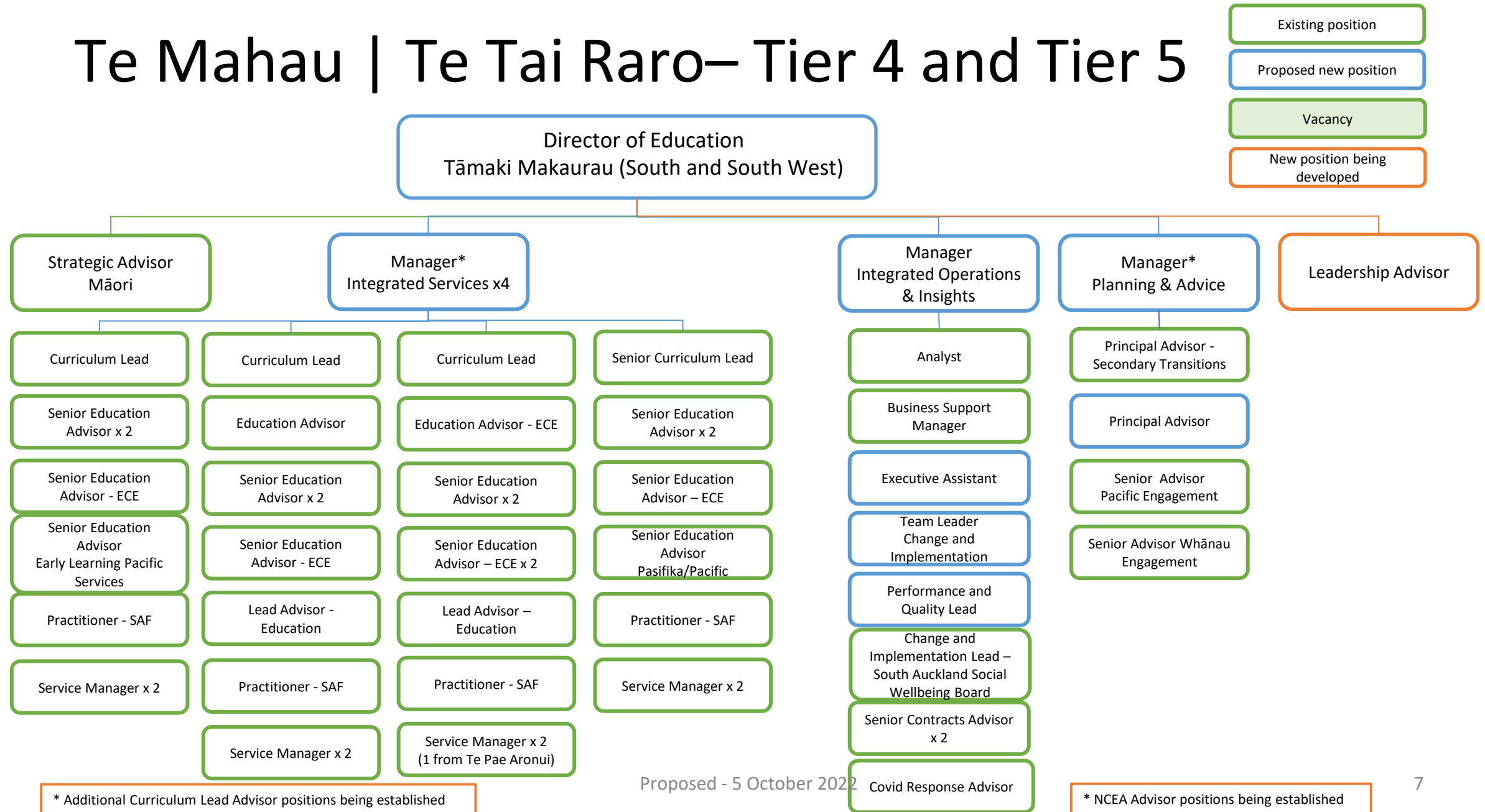
Proposed - 5 October 2022

* NCEA Advisor positions being established

Te Mahau | Te Tai Raro– Tier 4 and Tier 5



Te Mahau | Te Tai Raro– Tier 4 and Tier 5



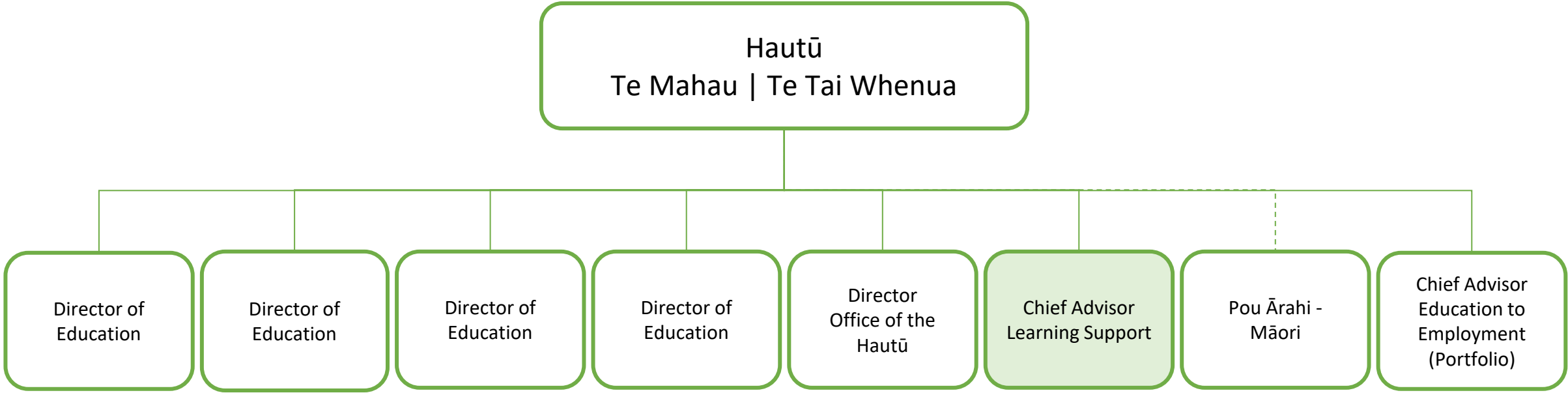
Proposed - 5 October 2022

Te Mahau | Te Tai Whenua – Tier 3

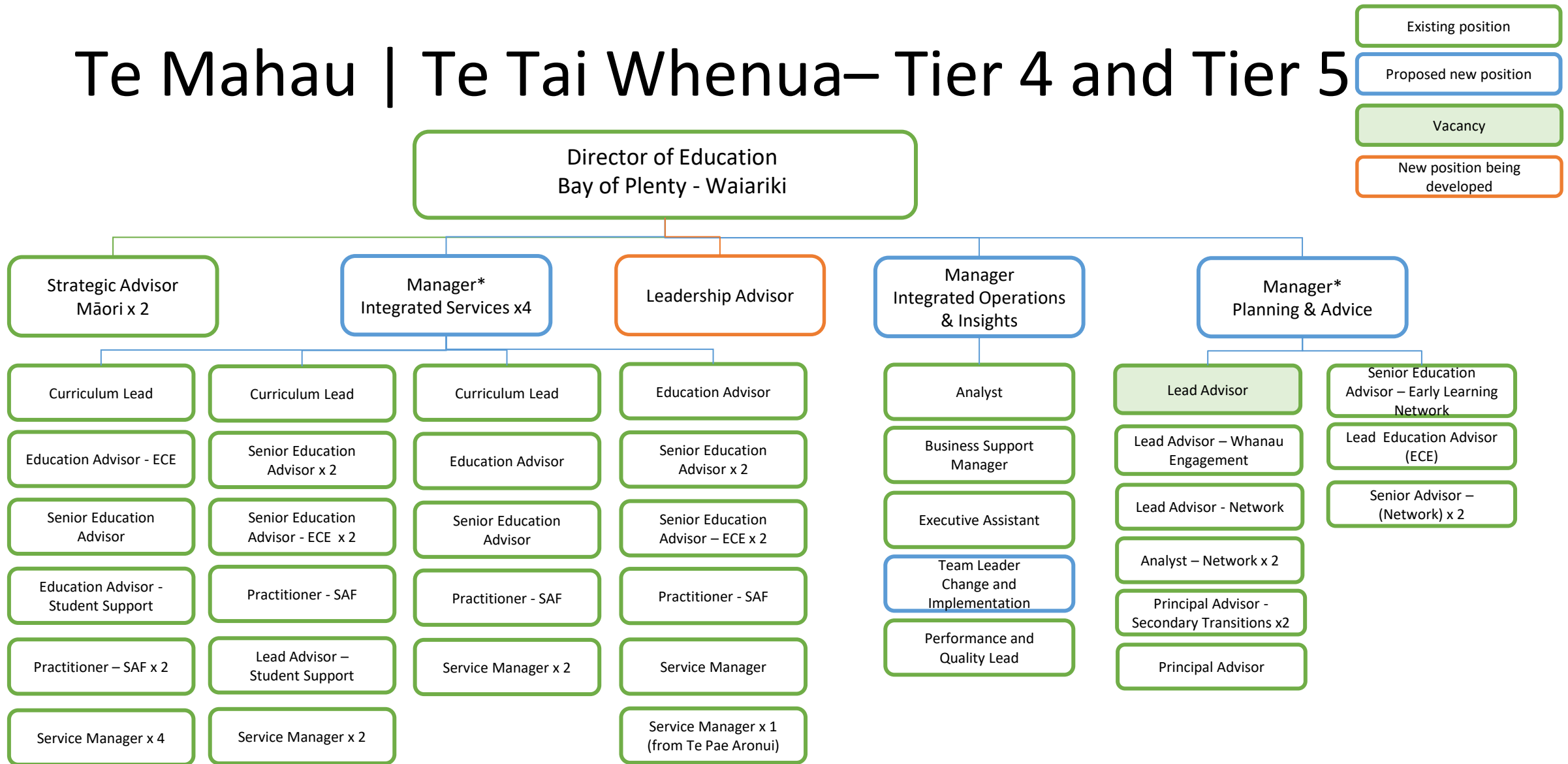
Existing position

Proposed new position

Vacancy



Te Mahau | Te Tai Whenua– Tier 4 and Tier 5

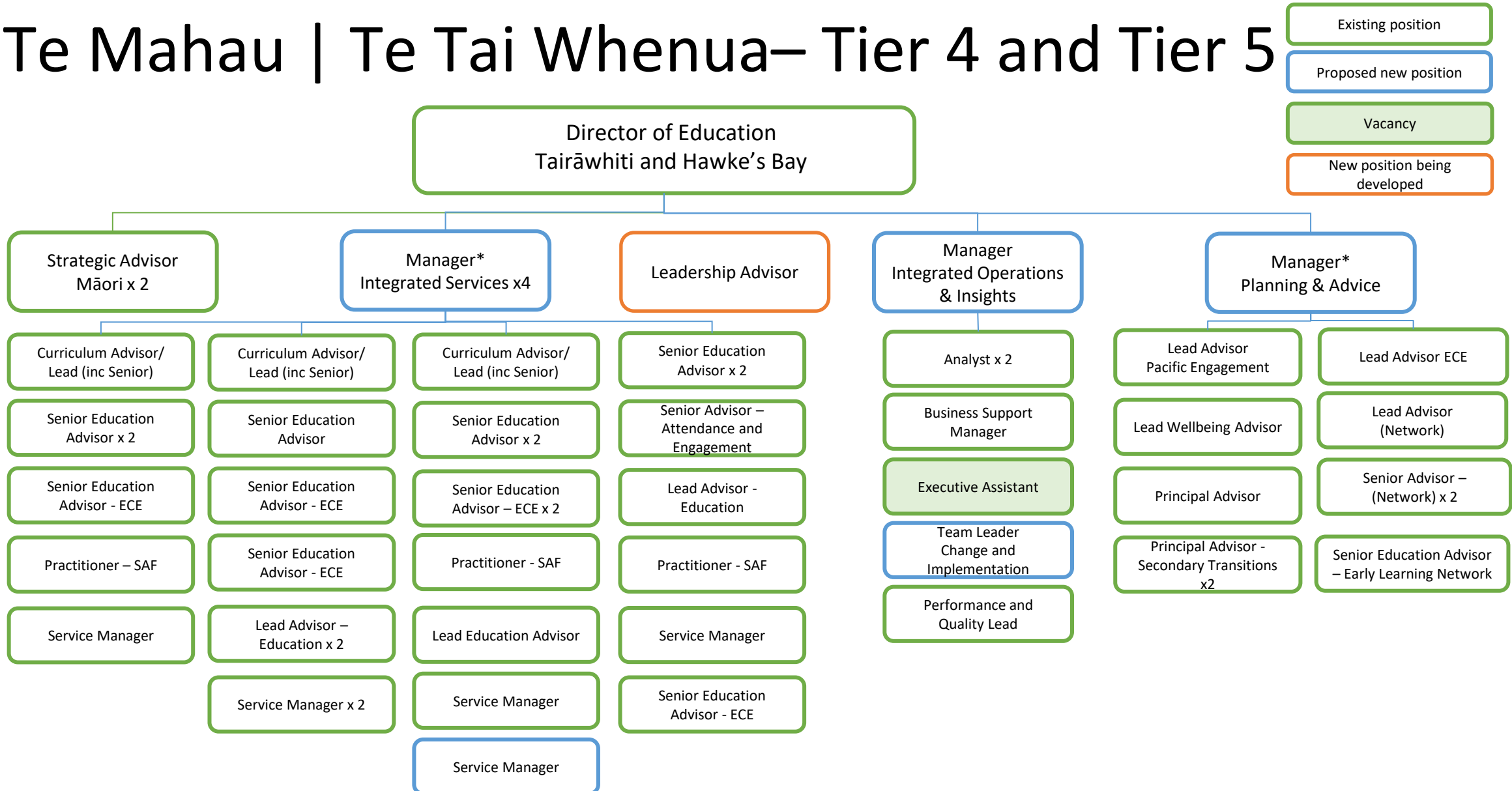


* Additional Curriculum Lead Advisor positions being established

Proposed - 5 October 2022

* NCEA Advisor positions being established

Te Mahau | Te Tai Whenua– Tier 4 and Tier 5

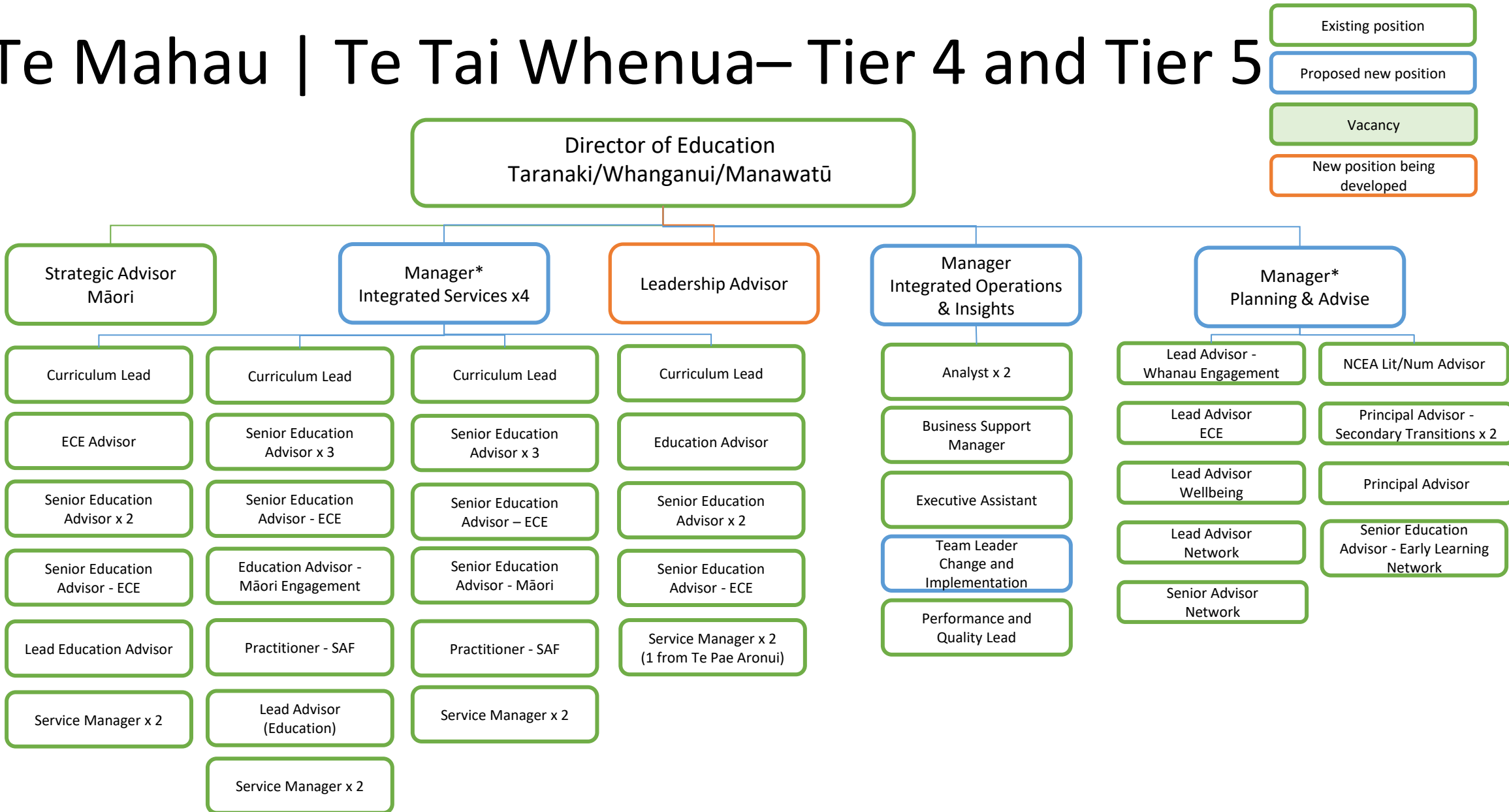


* Additional Curriculum Lead Advisor positions being established

Proposed - 5 October 2022

* NCEA Advisor positions being established

Te Mahau | Te Tai Whenua– Tier 4 and Tier 5



* Additional Curriculum Lead Advisor positions being established

Proposed - 5 October 2022

* NCEA Advisor positions being established

Te Mahau | Te Tai Whenua– Tier 4 and Tier 5

Existing position

Proposed new position

Vacancy

New position being developed

Director of Education
Waikato

Strategic Advisor
Māori x 2

Manager*
Integrated Services x5

Leadership Advisor

Manager
Integrated Operations
& Insights

Manager*
Planning & Advice

Curriculum Lead

Curriculum Lead

Curriculum Lead
Early Learning Focus

Senior Curriculum Lead

Education Advisor

Education Advisor

Education Advisor

Education Advisor

Education Advisor

Senior Advisor

Senior Education
Advisor x 3

Senior Education
Advisor x 2

Education Advisor – ECE

Education Advisor - ECE

Senior Education
Advisor - ECE x 2

Senior Advisor ECP
Māori Education

Senior Education
Advisor - ECE

Senior Education
Advisor x 2

Senior Education
Advisor x 2

Education Advisor -
Māori Engagement

Partitioner - SAF

Education Advisor -
Iwi Engagement

Senior Education
Advisor - ECE

Senior Education
Advisor - ECE

Senior Education
Advisor x 2

Service Manager x 2

Practitioner - SAF

Senior Education
Advisor - Pacific
Education

Practitioner - SAF

Youth Court Officer

Lead Advisor

Service Manager x 2

Practitioner - SAF

Service Manager x 2

Lead Advisor
Education

Analyst

Business Support
Manager

Executive Assistant

Team Leader
Change and
Implementation

Performance and
Quality Lead

Lead Advisor x 2

Lead Advisor
Pacific Engagement

Lead Advisor
Network

Network Analyst

Senior Advisor
Network x 2

Principal Advisor -
Secondary Transition x 3

Principal Advisor

Senior Education
Advisor -Early Learning
Network

* Additional Curriculum Lead Advisor positions being established

Service Manager x 2

Proposed - 5 October Service Manager
(from Te Pae Aronui)

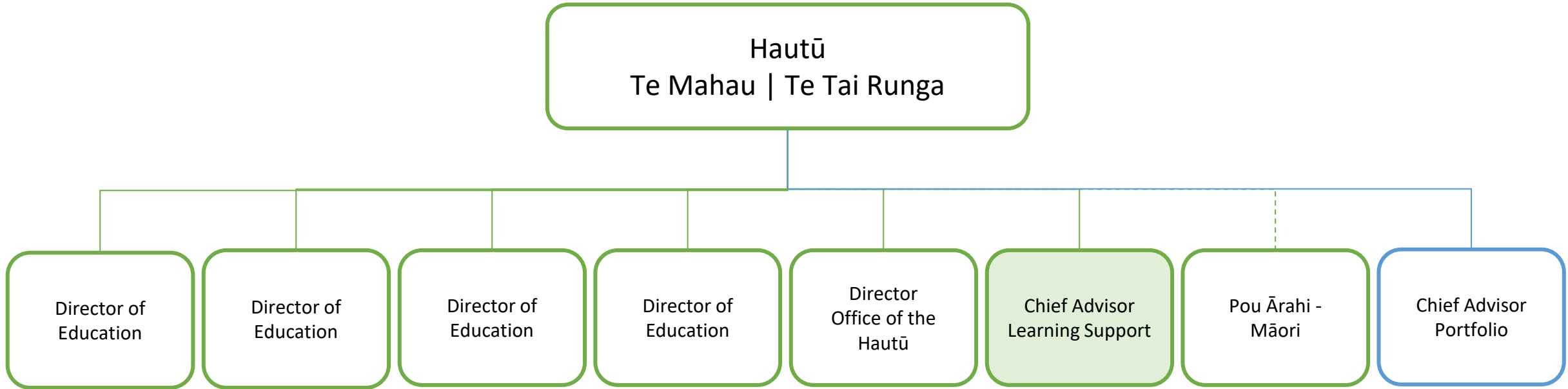
* NCEA Advisor positions being established

Te Mahau | Te Tai Runga – Tier 3

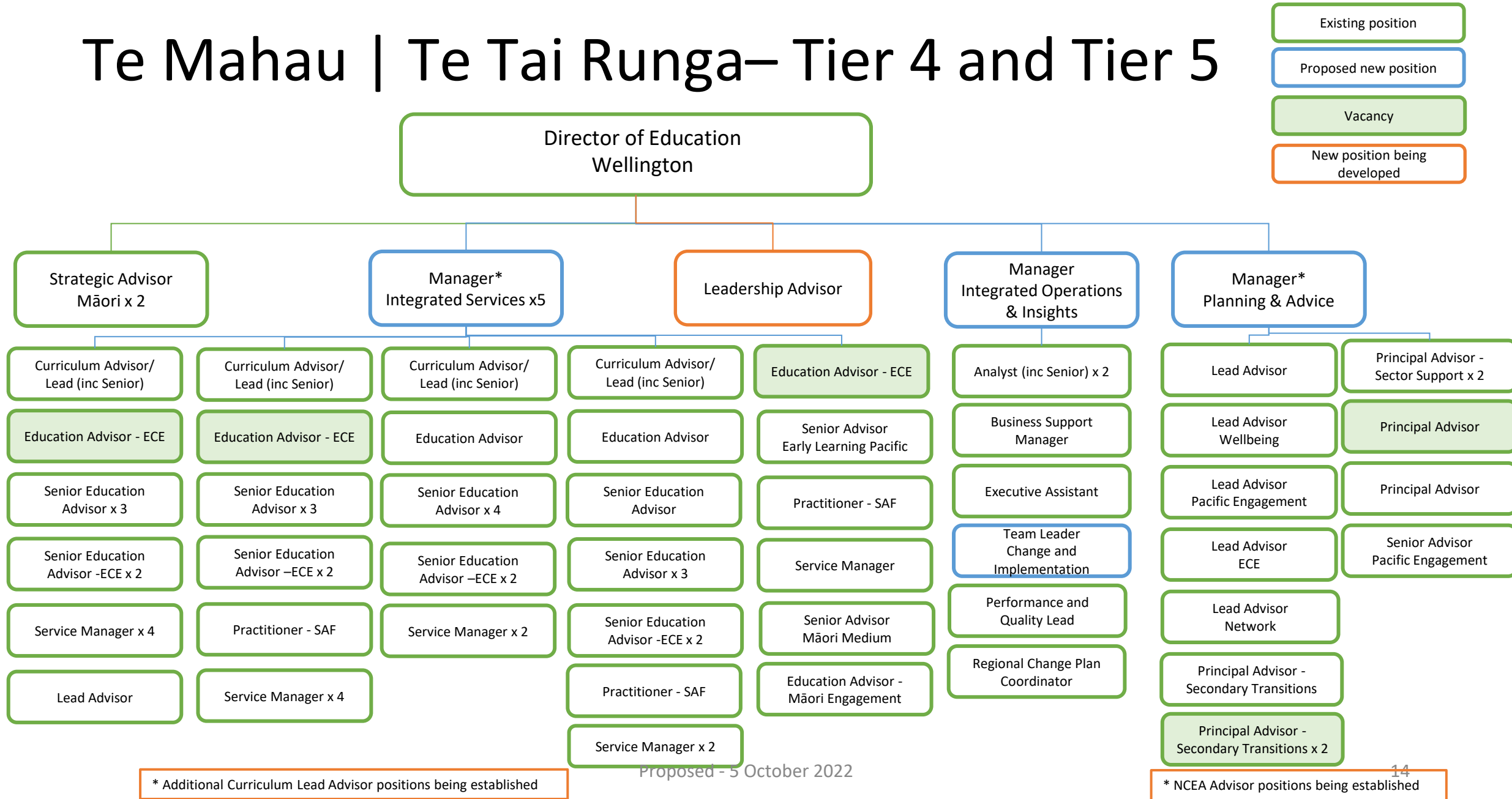
Existing position

Proposed new position

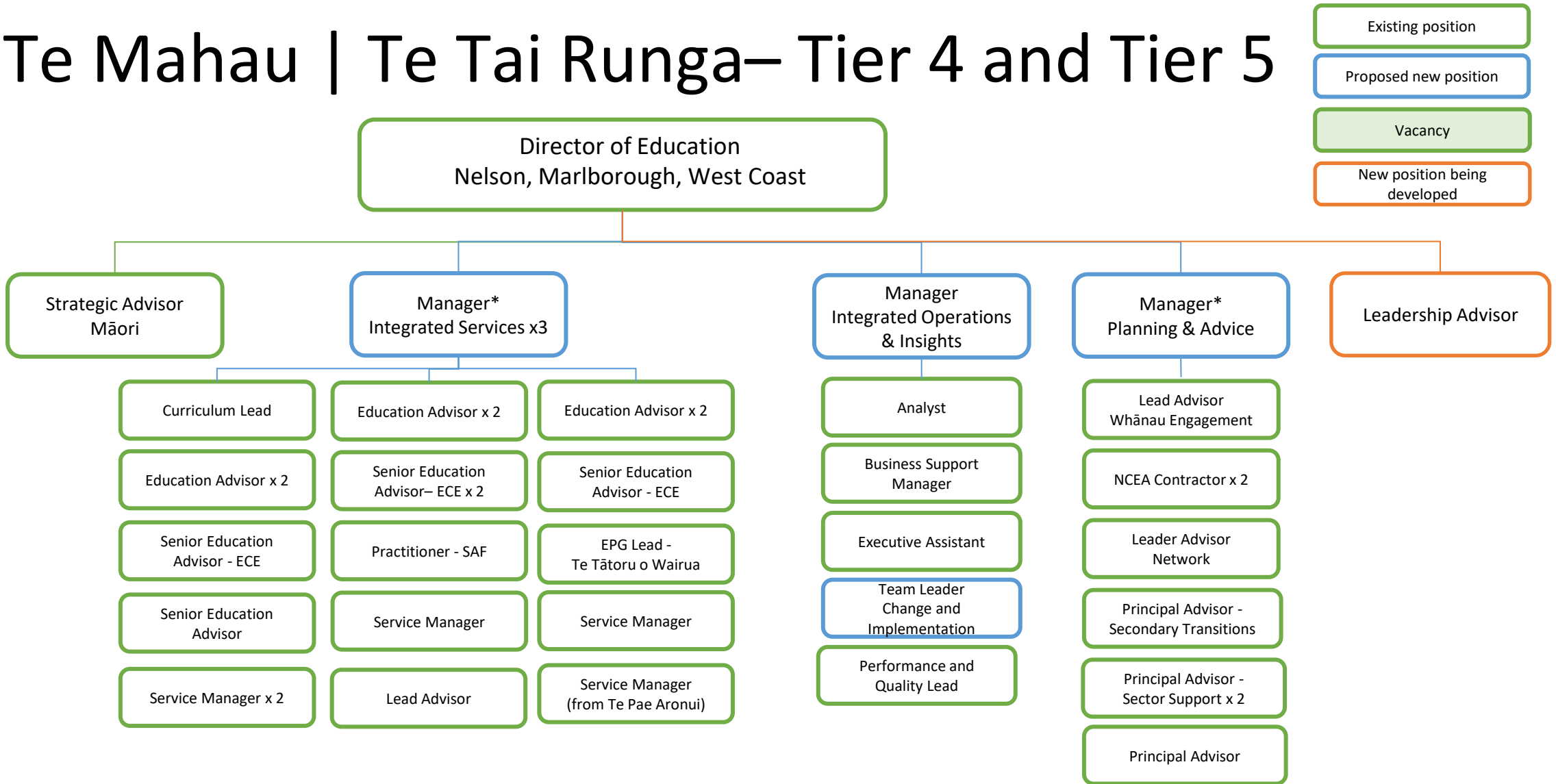
Vacancy



Te Mahau | Te Tai Runga– Tier 4 and Tier 5



Te Mahau | Te Tai Runga– Tier 4 and Tier 5

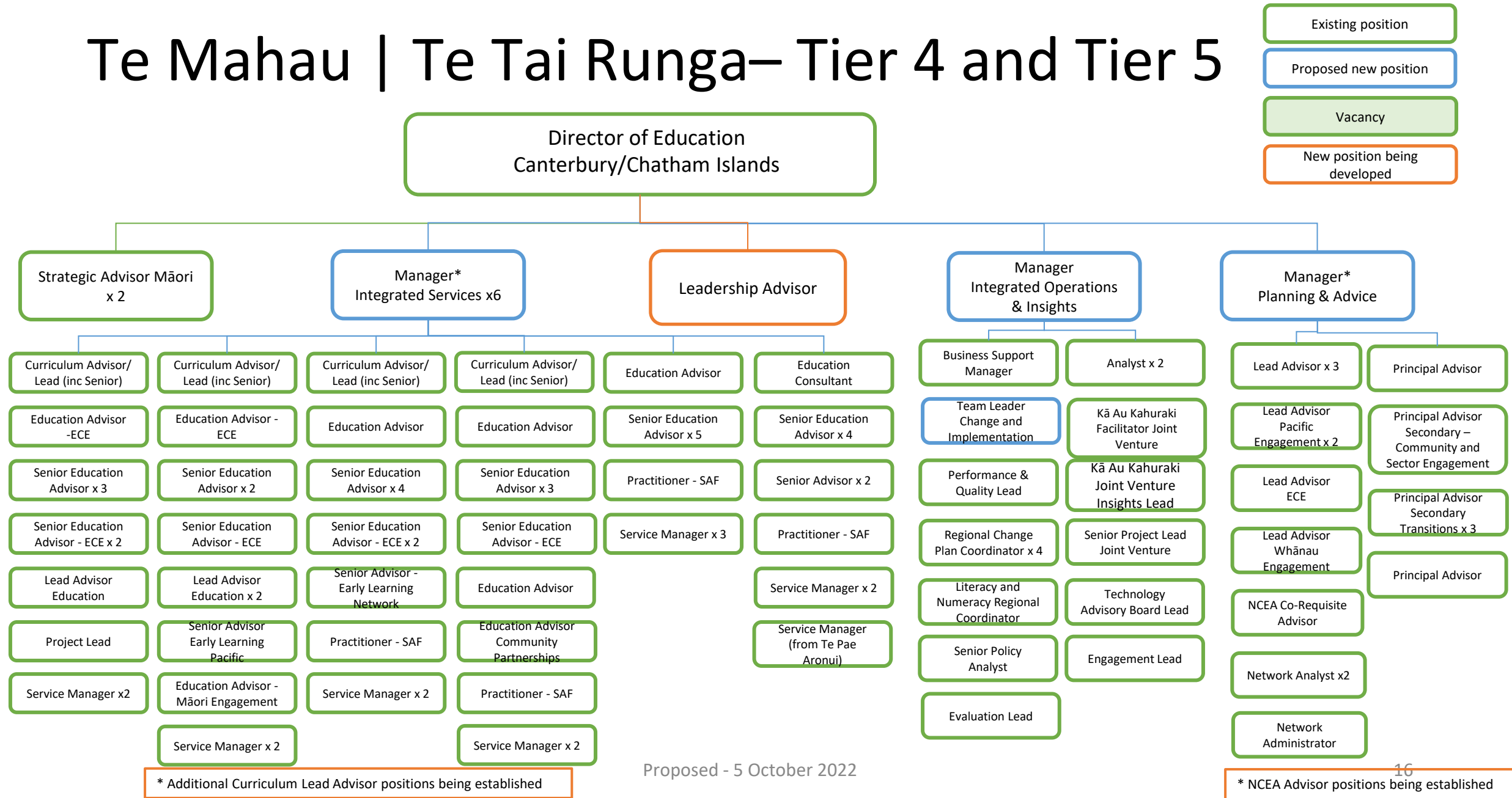


* Additional Curriculum Lead Advisor positions being established

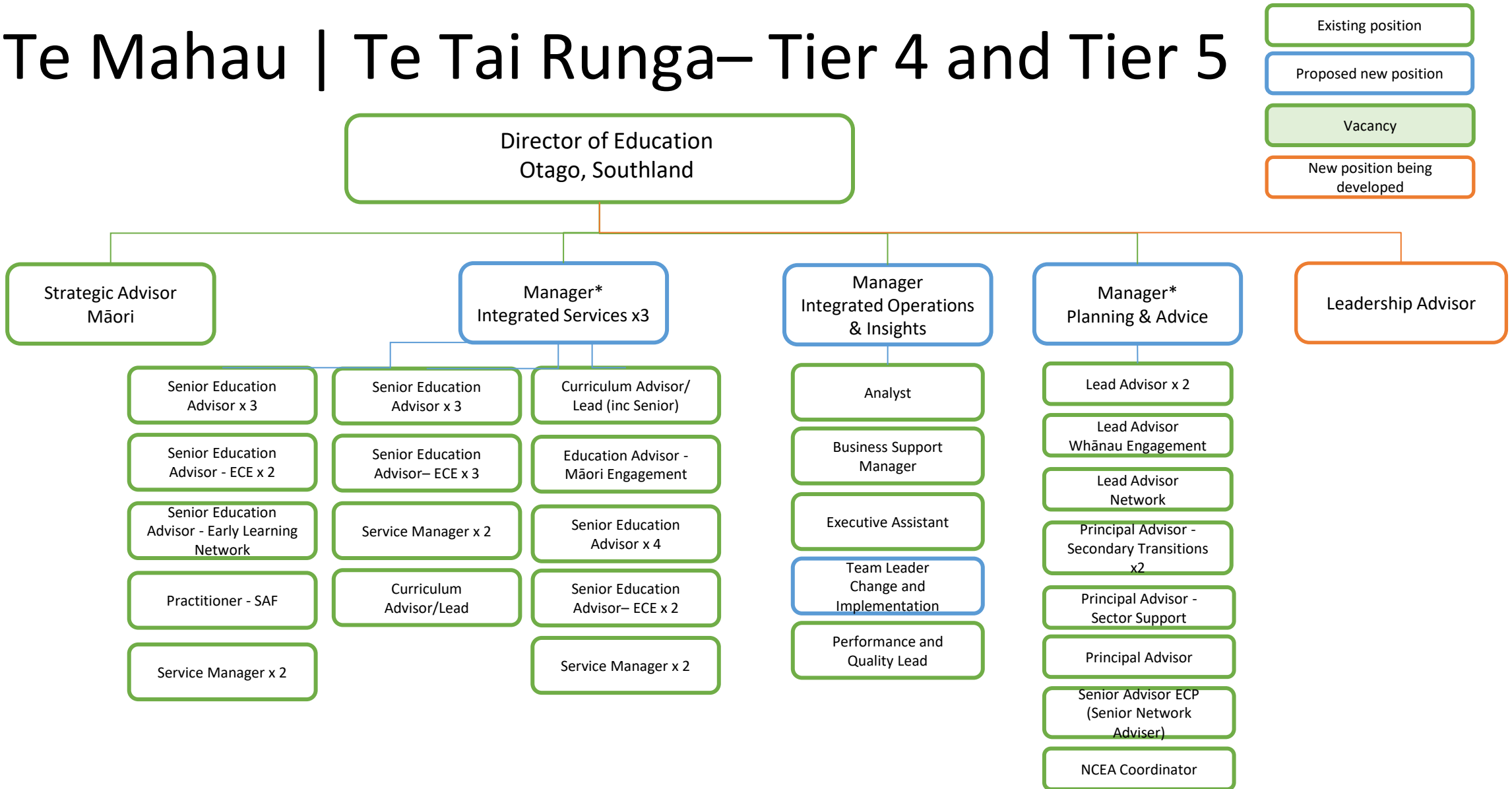
Proposed - 5 October 2022

* NCEA Advisor positions being established

Te Mahau | Te Tai Runga– Tier 4 and Tier 5



Te Mahau | Te Tai Runga– Tier 4 and Tier 5



* Additional Curriculum Lead Advisor positions being established

Proposed - 5 October 2022

* NCEA Advisor positions being established