



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

Ngā Whakataunga o Te Mahau takiwā | Te Mahau takiwā Decisions

November 2022

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He kupu nā ngā Hautū | Message from the Hautū

Hūtia te rito. Hūtia te rito o te harakeke. Kei whea te kōmako e kō, kī mai ki ahau. He aha te mea nui? He aha te mea nui, i te ao? Māku e kī atu, he tangata, he tangata, he tangata.

E mihi marino ana ki ngā tai, ki te pūtahitanga o tātou katoa e whakatere ana i tēnei kaupapa whakahirahira, arā, te mātauranga.

I te 12 o Ōketopa, i whakaputaina e mātou tētahi tāpaetanga mō ngā panonitanga ki ngā hanganga puta noa i ngā takiwā e toru: Te Tai Raro, Te Tai Whenua me Te Tai Runga. I aro ēnei panonitanga ki te hanganga o tētahi tauira tukutanga i roto i Te Mahau, ā, kia rite tonu puta noa i te motu, waihoki, kia taea te rāwekeweke. Kei tōna iho ko ngā tīma tūhono. I tāpaetia mā ēnei tīma e kotahi ai te mātauranga, te marautanga, ngā mātangatanga tautoko ako, ā, ka tautokona e ngā tūranga ā-rohe, ā-motu whānui ake, hei whakarongo, hei whakautu hoki i ngā ākongā me ngā whānau, ngā ratonga kōhungahunga, ngā kura auraki me ngā kura Māori, puta noa i ngā hāpori i ngā takiwā. Ka whakaatu tēnei aronga ki ngā ratonga ā-takiwā, ā-toropai, ā-pāheko i tētahi o ngā panonitanga matua e whā e whāia ana e mātou i roto i tā mātou whai i te kōunga me te manaritetanga mō ngā ākongā katoa. Ka tino pērā mō te hunga tokorepa i te pūnaha mātauranga.

Nō taku tuari i tēnei tāpaetanga ki a koutou, e 694 ngā whakautu i tae mai ki a mātou, 212 o ērā he pātai, 482 he tono nā te takitahi, nā te rōpū rānei. I waenganui i a mātou me [Directors of Education], e 90 ngā hui i whakatūhia e mātou, hui ā-tāngata nei, ā, ā-Tīma anō hoki. He huhua ngā pātai me ngā kōrero whakahoki i tukua mai. Tēnā koutou mō koutou i whai wāhi nui mai ki tā mātou tāpaetanga, waihoki i tō koutou whakaaronui, matenui anō hoki ki tēnei kaupapa. Ko tātou katoa ka aro nui nei ki te kuratanga o ā tātou tamariki me ā tātou taiohi me tā te wāhi mahi āwhina i a koe kia angitu ai rangi atu, rangi mai. Ahakoa i tukua mai ētahi kōrero whakahoki mō te tāpaetanga, i rongo hoki mātou i tō koutou pīrangī kia whakatika mātou i ētahi atu āhuatanga, tautikakoretanga o te pūnaha. I mānawatia e mātou ēnei whakaaro.

Hui katoa, i rangona te tautoko whānui mō tētahi āhua mahi pāhekoheko ake, ā, kia pakari ake te aronga ki te takiwā, me te whanake i ngā āhuatanga e whai hua kē ana. Kua tohu mātou i ngā kaupapa matua, ngā pātai rānei nō ngā kōrero whakahoki i tae mai ki a mātou. Ka kitea ērā i raro iho nei, ā, ka noho mātamua ēnei ki ō mātou whakaaro i a tātou ka tīmata ki te whakakotahi i ngā tīma. He ū nō mātou ki te tautoko i ō tātou rangatira me ā rātou tāngata i roto i ēnei mahi nui:

- Ka pēhea te ārahina me te tautokona o ngā tīma tautoko ako me IWS i roto i te anga hou?
- Ka pēhea te ārahina me te tautokona o ngā tīma ako kōhungahunga i roto i te anga hou?
- Ka pēhea te whakamana i ngā kaimahi Māori me ērā nō Te Moananui-a-Kiwa ki te whāngai i te huringa o te pūnaha?

- Kei hea ngā rauemi āpiti mō te aroākapa hei tautoko i ā mātou mahi?
- Ka pēhea tā te tukutanga o ā tātou tāngata ki ngā rohe hou i Tāmaki Makaurau āwhina i a tātou ki te tuku i ā tātou ratonga?

I āta whakaarohia e mātou ngā kōrero whakahoki i runga i ngā painga me ngā wero o nāianei o tō tātou wāhi mahi me ngā huringa matua e whā kua oati nei mātou. Ko tā mātou i whakatau ai, he ōrite te whakahirahiratanga o ngā ara mahi hou ki tērā o tētahi anga hou, waihoki, ka taea e mātou te whakakotahi i ngā tāngata kia mahi puta noa i ngā tīma, ā, i roto tonu hoki i ngā tīma hei whakatutuki i ngā huringa e whāia nei e mātou. Nā ngā uaratanga i taea ai ēnei mahi, waihoki te whakahāngaitanga ki ngā tīma hautū i runga i ngā āheitanga huhua me te haepapa kotahi ki te manaritetanga, te kounga, te ako me te mahi tahi. Ko tō mātou aronga matua ko te whanake me te pupuri tonu i tēnei momo hautūtanga puta noa i ngā rōpū katoa.

I runga i tēnei, kua whakatau mātou kia koke tonu me ngā panonitanga kua tāpaetia ki tō tātou hanganga, me ētahi paku whakahoutanga. Ko ēnei whakahoutanga ka whakaatu i ētahi kōrero whakahoki i tae mai ki a mātou, ā, kua whakarārangihia ki tēnei puka whakatau.

I a tātou ka takahi i te tūāoma e whai ake nei, e kitea ana ngā arawātea. Heoi anō, e angitu ai, me mātua whai ngā āheinga i ngā wāhi tika me te hoahoa hoki i ngā ara mahi tahi ka tō mai nei i ō tātou painga, ā-takitahi nei, ā, ā-rōpū nei anō hoki. E hiamō ana ki te mahi tahi ki a koutou. I tā mātou noho hei Hautū, e ū ana mātou kia noho mai ko ngā ākongā ki te iho o ō mātou whakaaro me ā mātou whakatau.

Poipoia ngā mokopuna, ngā rangatira mō āpōpō.

Ngā manaakitanga

Nancy, Jocelyn, me Isabel
Hautū, Te Mahau takiwā

Hūtia te rito. Hūtia te rito o te harakeke. Kei whea te kōmako e kō, kī mai ki ahau. He aha te mea nui? He aha te mea nui, o te ao? Māku e kī atu, he tangata, he tangata, he tangata.

E mihi marino ana ki ngā tai, ki te pūtahitanga ō tātou katoa e whakatere i tēnei kaupapa whakahirahira, arā, te mātauranga.

On 12 October we released a proposal for structural changes across our three takiwā: Te Tai Raro, Te Tai Whenua and Te Tai Runga. These changes were focused on creating a nationally consistent and scalable delivery model within Te Mahau, centred around local integrated teams. These teams were proposed to bring together education, curriculum and learning support expertise, supported by wider regional and national roles, to listen and respond to ākonga and whānau, early learning services, schools and kura, across local communities. This focus on local, accessible, and integrated services reflects one of the four key shifts we are making in pursuit of excellence and equity for all ākonga, especially those currently underserved by our education system.

Since sharing this proposal with you we received 694 responses including 212 questions and 482 submissions from individuals and groups. Between ourselves and Directors of Education, we held over 90 hui, in person and via Teams, receiving numerous questions and considerable feedback. Thank you for engaging so actively and deeply with our proposal and for the thoughtfulness and passion you have brought to this conversation. Like us, you care deeply about the education of our children and young people and the way the organisation enables you to do your best work every day. While we received feedback about the proposal itself, we also heard that you would like us to go further to address system opportunities and inequities. We appreciated hearing all of these thoughts.

Overall, we heard broad support for a more integrated way of working with strengthened local focus, building on what already works well. We have identified prominent themes or questions from the feedback we received as below, these are at the forefront of our thinking as we begin to bring the teams together because we are committed to supporting our leaders and their people in this important mahi:

- How will learning support and IWS teams be lead and supported within the new structure?
- How will early learning teams be lead and supported within the new structure?
- How will kaimahi Māori and Pacific be empowered to contribute to system transformation?
- Where is the additional frontline resource to support our work?
- How will deployment of our people across new regions in Tāmaki Makaurau enable us to deliver our services?

We considered all the feedback very carefully in light of our current organisational strengths and challenges and the four key shifts we have committed to making. We concluded that new ways of working were at least as important as a different structure and that we could give clear undertakings to bring people together to work *across* as well as *within* teams to achieve the transformation we are seeking. We see these practices being enabled by values

aligned leadership teams with a broad range of capabilities and shared commitment to equity, excellence, learning and collaboration. Growing and sustaining this leadership across our groups is our key priority.

On this basis we have made the decision to proceed with the proposed changes to our structure, with some minor modifications. These modifications reflect specific feedback we received and are outlined in this decision document.

Embarking on this next phase of change we have a sense of great opportunity but know success will depend on having the right capabilities in the right places and designing ways of working together that harness our individual and collective strengths. We look forward to doing this work with you. As Hautū we remain committed to keeping ākonga at the centre of our thinking and decision making.

Poipoia ngā mokopuna, ngā rangatira mō āpōpō. Nurture our future generations, the leaders of the future.

Ngā manaakitanga

Nancy, Jocelyn, and Isabel
Hautū, Te Mahau takiwā

Te Tirohanga Whānui o Te Mahau takiwā | 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, ākonga 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.
- 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.

We have set out our decisions and our intent in this document. While we have held true to bringing together our expertise into new integrated teams, we have made some additions and amendments to the original design. We have also given thought to how we best support you as we move to our new structure and establish different ways of working together.

More information on our context for change as an organisation is outlined in Part A of our Decisions Document.

High-level feedback themes for Te Mahau takiwā

Thank you for taking the time to provide us with your feedback. We heard from many of you across a variety of our proposed changes. There were several key areas that we received feedback on in relation to what we proposed, including:

- The new national delivery model across the takiwā
- Establishing three new regions in Tāmaki Makaurau
- Connecting kaimahi Māori
- Supporting and connecting our capability
- Leading and supporting our change.

These are briefly summarised below. More detail on feedback themes and responses (including position-specific changes decided upon) is provided in the [Appendix](#) to this section of the document. For information on our organisational high-level feedback themes, please read Part A of our Decisions Document.

The new national delivery model across the takiwā

Our proposal focused on establishing a tier 4 leadership structure that would enable a nationally consistent service delivery model centred around local, integrated support for schools, kura, kōhanga reo, early learning services, ākonga and their whānau. We heard from you that the changes we proposed were significant, and some of you felt that we would be best placed to invest in additional frontline capacity instead.

Establishing three new regions in Tāmaki Makaurau

Tāmaki Makaurau is our largest region and we have interim measures in place for our mahi to be managed across two teams, supported by a number of shared service teams. We acknowledge the high volume of submissions and feedback regarding this proposal, both supporting it and raising concerns. Much of the feedback we received sought to understand how we would best divide our existing shared services across three new teams in a way that enabled us to retain the benefits of centralised support functions, such as business support, performance and quality, and curriculum.

Connecting kaimahi Māori

We heard that it is important to you as kaimahi Māori to have opportunities to come together and share your insights and have a voice in the transformation of the system. We also received suggestions around establishing Integrated Services teams that bring together our Māori capability and be centred around serving our Māori medium and kaupapa Māori kura and kōhanga reo, ākonga and whānau.

Supporting and connecting our frontline capability

We heard from you that leadership support and connections were important across our frontline areas of expertise, such as learning support, early learning and curriculum, that we preserve and strengthen our connections with each other and with our national centres of expertise. How we establish and maintain our connections effectively across integrated teams will need to be nuanced for each group.

Across Learning Support, we heard from you that you are concerned about whether you will have leaders who understand your mahi and can support you and your professional practice and development. Similarly, from our early learning specialists, we heard from you that your connections with each other are important to the work you do, and that additional support is required at a local level to fulfil our regulatory functions and address quality. Our curriculum teams reiterated the importance of connections back to their centre of expertise, as well as proposing several options for the four Senior Curriculum Lead roles that support across regions and nationally.

Similar to connecting our kaimahi Māori, we also heard that it was important to connect our Pacific capability across our teams in support of our people and the communities that we serve.

We acknowledge your concerns about this, and detail in this document more about the way we will work and be supported in the future. There will be a number of critical connection points across our new group designs in Te Mahau and Te Tāhuhu. We heard from many of you in your feedback that you would like to understand these better. We have worked with our Hautū colleagues to ensure there are clear points of connection across our designs. It will be important that we work together with you now that we have finalised our designs, to ensure that these points of connection are well understood and able to enable us in our mahi.

Leading and supporting our change

We heard from a number of you that additional capacity was required to support the new Change & Implementation teams in Integrated Operations & Insights. You also shared your thoughts with us during consultation on how we must lead this change and your expectations around the capability that our leaders will need to support their teams both in delivery and in working differently.

For information on our organisational high-level feedback themes, please read Part A of our Decisions Document.

Our design going forward

We have set out a national delivery model structure that groups our diverse expertise in a way that enables us to work with and through teachers and kaiako to better serve the needs of ākonga and whānau.

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 four 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. The first is that 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

- 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.

The second part of this design decision is that 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.

For more information on connecting our organisational design together across our business groups, please see Part A of our Decisions Document.

What happens next

Expressions of Interest

Affected people can submit an expression of interest (EOI) for any vacancies or new positions from 24 November 2022. More information on the EOI process and support for our people is in Part A of our Decisions Document.

Implementation of change

The decisions in this document outline the structure for a nationally consistent, scalable delivery model for the takiwā, centred around local integrated teams. It's our expectation that this structure will start to come together early next year, with the goal of having new people and teams in place by early April.

Over the next few months, our focus will be on establishing these new teams and inducting people into important new roles in the takiwā. Alongside our people, we will also begin the equally important mahi of developing new ways of working together, including across our teams, to achieve the transformation we are seeking for ākonga and whanau. The next steps in the development of the takiwā will therefore be focused around these two streams:

- Transition to the new organisation structure
- Development and early implementation of our new operating model and ways of working.

Both the approach to this work and the details of our operating model, when we get to it, will be designed with you and will draw on some of the issues raised during consultation – many of which relate more to how we work than our structures. Your submissions have been invaluable in identifying the priority areas for us to look at to make sure our regional teams continue to operate effectively while also making the big shifts needed.

Transitioning to the new structure – December 2022 - March 2023

The focus of this phase is making sure our people are in place in the right teams before the structure is stood up in early April, and that our ongoing work continues through the transition.

Major steps include:

- Identifying the geographical areas integrated teams will operate in and appointing leaders of these
- Establishing three new stand-alone regions in Tāmaki Makaurau.

Operating Model Design – February - June 2023

As part of the longer-term change, we will continue to design and start to implement our detailed takiwā operating model which we expect to be well advanced by June next year. An operating model is necessary as it helps us to understand how all the aspects of how we operate interrelate so we can achieve our goals and objectives.

The organisation structure is a critical component of the operating model. However, the model also considers things such as our strategy, governance and decision making, people, skills and culture, processes and workflows, performance measures, information and data, tools and technologies. The final structure for the takiwā has been strongly influenced by the purpose and direction outlined in the consultation document, including the four key shifts. To make the structure work will need to move from these high-level statements into a detailed operating model design.

Te Mahau takiwā tier 3

What is the tier 3 leadership and why is it important?

When Te Mahau was established in 2021, tier 3 takiwā leadership teams were established including specialist skills that sit alongside Directors of Education. These leadership teams will play a pivotal role in building the cultural, system and behavioural shifts for us to be successful in our new structures. Our proposal for change included three new tier 3 roles, with the changes we have proposed primarily focusing on our tier 4 to ensure that we invest in establishing a *‘more locally responsive, integrated and accessible’* national service delivery function.

We remain true to our collective expectation that the Directors of Education will lead this change, working closely together to build a network of local integrated teams underpinned by formal and informal ways of working within and across regions, takiwā and the wider motu. With an expanded tier 4 leadership team, Directors will extend their focus to strengthening critical relationships across Te Mahau, Te Tāhuhu and other central government agencies, growing deep relationships with Iwi and Māori organisations.

What are the main changes confirmed?

Last October when Te Mahau was established, takiwā leadership teams were announced. We have made several structural design decisions at tier 3 to ensure that we each have consistent roles to support our service and portfolio delivery. Each takiwā leadership team will include the following positions:

- Director – Office of the Hautū (x1)
- Directors of Education (currently with 4x regions across each takiwā)
- Chief Advisor (Portfolio) (x1)
- Chief Advisor – Learning Support (x1)
- Pou Ārahi – matrixed reporting line to Te Tuarongo (x1).

The following decisions set out below have been made to establish these tier 3 leadership teams across the motu.

A. Establish three (3) new regions in Tāmaki Makaurau | Auckland, Te Tai Raro

Three (3) new standalone regions will be established across Tāmaki Makaurau | Auckland in Te Tai Raro. These new regions will each operate independently and will be led by three permanent Director of Education positions – one existing and two new establishments – that will sit on the Te Tai Raro Hautū leadership team at tier 3. The specific geographical boundaries for the three new regions will be:

- Tāmaki Makaurau North and West
- Tāmaki Makaurau Central and East
- Tāmaki Makaurau South and Southwest.

It is expected that the Strategic Advisors Māori will work together with relevant partners on naming conventions for each of our three new regions prior to the end of March 2023.

The feedback received was generally supportive of a need to formally establish a tier 3 structure that enabled our large and fast-growing Tāmaki Makaurau region to be more sustainably led.

We have consciously taken steps in our decisions to align how we set up our regional teams across the takiwā. To this end, each of the three new regions will be set up in line with other regions across the motu. Each of the three regions will have a tier 4 leadership team and several new positions established to ensure that each region has the core capability and capacity required to run independently. These confirmed changes are set out in the following decision sections below.

Teams who have supported in a shared services context across Tāmaki Makaurau will be realigned to support each of the three regions. Position impacts relating to the establishment of these new regions, including confirmed established and disestablished roles, can be found in the tables in the following sections.

B. Establish one (1) new Chief Advisor, Early Learning (Portfolio) in Te Tai Runga

We confirm the establishment of one (1) new Chief Advisor, Early Learning (Portfolio) position in Te Tai Runga. This position will sit on the Te Tai Runga Hautū leadership team at tier 3 and will provide strategic advisory support to the Hautū, Te Tai Runga to drive the 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 (0-8 years old), and Education to Employment. This role is important to focus on system-wide mahi supporting the Hautū in the delivery of their portfolios.

No feedback was received through ConsiderThis in response to this proposal during consultation.

Position impacts relating to the establishment of this position can be found in the below tables. Further information on feedback themes and responses can be found in the [appendix](#).

Nā ēnei whakatau ka puta | The confirmed decisions will result in

**Note – Role IDs for new roles will be confirmed when the positions are filled.*

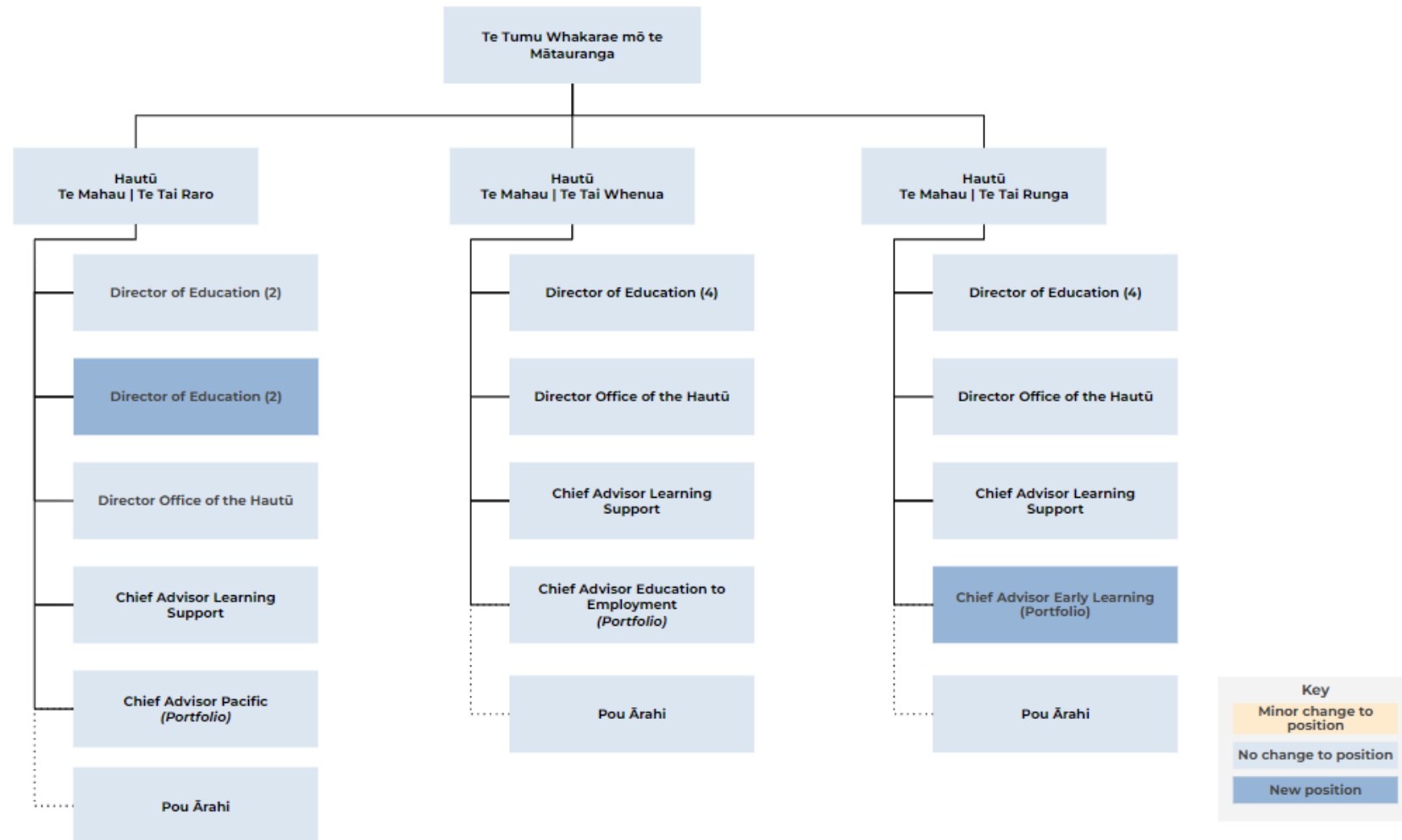
Establishment of the following new positions

Division	Tier	Role ID	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Te Tai Raro	3	90136, 90137	Director of Education Tāmaki Makaurau	Existing	GM22	2	Yes
Te Tai Runga	3	90227	Chief Advisor (Portfolio - Early Learning)	New	B6	1	Yes

Disestablishment of the following positions

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Te Tai Raro	400604	Deputy Director of Education Tāmaki Makaurau	EOI
Te Tai Raro	400607	Deputy Director of Education Tāmaki Makaurau	EOI

Confirmed structure for tier 3



Te Mahau takiwā tier 4

What is the tier 4 and why is it important?

The sector and ākonga will experience the greatest shifts when we work more closely together across our teams. How we organise ourselves operationally is an important part of enabling us to work more purposefully in a connected way.

Our design decisions for tier 4 across the takiwā are centred around establishing and organising our frontline expertise into local, integrated teams. We will organise ourselves regionally into two teams in support of our local delivery teams, one focused on implementation and insights (Integrated Operations & Insights) and 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 to connect our regional teams to centres of expertise in Te Pae Aronui (Design, Regulatory Practice, Learning Support), Te Poutāhu (Curriculum), Te Pou Ohumahi Mātauranga (Leadership Practice) for practice guidance, working alongside Te Pou Hanganga Matihiko (property and transport).

Taking practical action to give effect to te Tiriti o Waitangi

This shift requires us to consider how the work we do everyday in the regions can practically support Iwi and Hapū along with ākonga and whānau to achieve their aspirations through education recognising this responsibility exists through the te Tiriti relationship between the Crown and Māori. We have talked about this as a collective leadership team across Te Mahau and Te Tāhuhu.

We intend to develop regional Māori strategies | Rautaki Māori, to ensure that we are responding to the aspirations and needs of tamariki Māori and their whānau. Delivering on these Rautaki will become the responsibility of the leadership teams in each region. This will position us all to deepen our understanding and capability across our teams and to develop strong, ongoing, and effective relationships to drive positive education outcomes for our ākonga.

Our kaimahi Māori networks, led by our Strategic Advisors Māori, and supported by our Pou Ārahi, across each of our regions will provide an opportunity for connection and ongoing support and development for kaimahi Māori.

We will continue to lead and develop our relationships with iwi and hapū to understand their educational aspirations and how we can work together for the benefit of ākonga and their whānau.

Delivering greater responsiveness, accessibility and integrated services and support

We work with schools, kura, early learning services, kōhanga reo, ākonga and their whānau each day in support of better educational outcomes. We see, hear, and respond to these needs at a local level. When we work more closely with each other, we are better placed to understand the aspirations, challenges and to problem solve and respond to these in a connected way, together.

Giving priority to regional and local voice, and improving feedback loops and information flows

From the porch of our whare, we must ensure that what we see, hear and do helps to inform the mahi we undertake within the Ministry, and it must also be evident to those we work with, that we have listened and responded. We see an enhanced ability to share our sights through integrated teams. We will be deliberate in raising the visibility of regional and local needs across Te Mahau and the wider Te Tāhuhu, and ensuring that this visibility in turn drives services, support and decisions that respond to these. This will help to ensure at a practical level that our services and support meet the needs of those we serve.

What are the main changes confirmed?

Each tier 4 leadership team reporting into each Director of Education will include the following positions:

- Strategic Advisor Māori (x1-2)
- Manager, Integrated Services (numbers are region dependent)
- Manager, Integrated Operations & Insights (x1)
- Manager, Planning & Advice (x1)
- It is also anticipated that new Leadership Advisor positions expected in early 2023 will also form part of this leadership team, reporting into the Directors of Education for each region
- Manager, Education Renewal (will remain in the structure in the Canterbury/Chatham Islands region - note this position is only in the Canterbury/Chatham Islands).

We remain committed to our intention that all our tier 4 roles will be located in the region they serve.

The changes below are now confirmed to be established at tier 4 across the takiwā.

Establish fifty (50) new Integrated Services teams across the motu

We confirm the establishment of fifty (50) new Integrated Services teams across Te Tai Raro, Te Tai Whenua and Te Tai Runga, led by a Manager, Integrated Services who is a member of the regional leadership team at tier 4. These new teams will be geographically located, integrated service delivery teams whose functions will include:

- Learning Support, including IWS, delivery
- Education advisory (including early learning services)
- Curriculum advisory, excluding Senior Curriculum Leads (see Planning and Advice)
- Other location-specific advisory and delivery.

Any teams reporting into these functional areas will also align within this new team, following their current leader, unless otherwise covered in the next section. You can read about our decisions as they relate to tiers five and six positions in this team in the next section of this document.

In **Te Tai Raro**, we will establish the following number of Integrated Service teams in each region:

- Three (3) in Te Tai Tokerau
- Four (4) in Tāmaki Makaurau North and West
- Four (4) in Tāmaki Makaurau Central and East
- Four (4) in Tāmaki Makaurau South and Southwest.

In **Te Tai Whenua**, we will establish the following number of Integrated Service teams in each region:

- Four (4) in Bay of Plenty (Waiariki)
- Four (4) in Hawke's Bay (Tairāwhiti)
- Five (5) in Waikato
- Four (4) in Taranaki Manawatū Whanganui.

In **Te Tai Runga**, we will establish the following number of Integrated Service teams in each region:

- Five (5) in Wellington
- Three (3) in Nelson, Marlborough, West Coast
- Six (6) in Canterbury/Chatham Islands
- Four (4) in Otago, Southland – *This includes one additional Integrated Services team added in response to consultation and review of data.*

We received a range of opinions in the feedback as it is one of the more significant elements of our proposal.

Specifically, we received feedback that highlighted concerns around how we could ensure that our learning support teams, who make up a large portion of our frontline delivery capacity, would continue to be supported both by leaders that understand their mahi and by a wider network of learning support capability across Te Mahau. We also received similar feedback themes from curriculum and early learning specialists.

Under our new team structures, learning support specialists will continue to be led by their Service Managers who understand their mahi, supported by their regional Performance & Quality team in Integrated Operations & Insights. These teams will continue to connect into the national learning support centre of expertise in Te Pae Aronui. Directors and their leadership teams will also work closely with and have the support of their takiwā Chief Advisor, Learning Support.

Early learning and curriculum practitioners will continue to access regional support from their Lead Advisors and Senior Curriculum Advisors, in Planning & Advice, day to day. Managers Integrated Services will hold capability across all areas of expertise and provide leadership to their teams, including ensuring that there are regular planned opportunities to work as specialist networks across the region as well as within integrated teams

Jointly, our takiwā teams will have continued support from their centres of expertise, including Te Pae Aronui, and Te Poutāhū.

There are several components to the new Integrated Services team model that sets us up to better deliver on this as we grow.

Firstly, we bring together our experts who hold our relationships with and work alongside those we serve. This will drive more integrated ways of working. When we work together day-to-day in teams with our colleagues who work with school leaders, teachers, ākonga and whānau, we are much better placed to share and leverage our collective insights to drive more effective, responsive and holistic solutions for those we serve.

Secondly, we establish geographical teams that focus on local service delivery. Our teams will increasingly be in the localities that they serve. When we are part of a community, we are also accessible to that community. This will deepen our knowledge of local communities and their needs and strengthen our relationships and, through this, the impact of our mahi.

We also received feedback from you on the geographical location of our new Integrated Services teams and how we best align our current teams within these to best serve each local area. In the proposal we shared at consultation, we provided indicative geographical areas, and indicative teams to serve these, to provide a conceptual view of how these teams could look. We know this is something that we need to get right in a practical sense. The Directors of Education have undertaken preliminary work on the geographical boundaries for our new teams and the specific local team alignments. They will share

their thinking with you on boundaries in the coming weeks. Therefore, you will see that the organisation charts in this document indicate the positions that will sit in Integrated Services teams but do not specify the geographical teams that you will be aligned to.

Position impacts relating to the establishment of Integrated Services teams can be found in the tables in the following sections. Further feedback themes and our responses to these can be found in [the appendix](#) at the end of our decision document section.

Establish twelve (12) new Integrated Operations & Insights teams across the motu

We confirm the establishment of twelve (12) Integrated Operations & Insights teams across Te Tai Raro, Te Tai Whenua and Te Tai Runga, led by a Manager, Integrated Operations & Insights who is a member of the regional leadership team at tier 4. There will be one team located in and servicing each of our 12 regions.

These new teams will bring together, at a regional level, our capability that provides service delivery support to our new Integrated Services teams. This includes our existing capability in:

- Business support
- Practice and quality (learning support)
- Coordination and administration
- Analysis and insights
- Change and implementation, including operational and change planning and reporting.

Any teams reporting into these functional areas will also align within this new team, following their current leader, unless otherwise stated in the next section. You can read about our decisions as they relate to tiers five and six positions in the next section of this document.

In establishing new Integrated Services teams that bring together our learning support, education and curriculum delivery expertise, it is essential that we ensure that these teams have access to delivery support. The intent of the new Integrated Operations & Insights teams is to be the regionally located support that wraps around these teams, day to day.

The Integrated Operations & Insights team represents the regional voice and point of facilitation for our local Integrated Services teams, back to our national centres of excellence across Te Mahau and Te Tāhuhu. These teams will also hold several critical new functions that we have signalled in the design and will build out as we move forward.

This is the team through which feedback, data and insights flow from our local teams, through our regions to the centre, to inform and drive services, practice support, development and change in a way that meets our needs. For example, our learning support teams continue to receive support from their Performance & Quality teams, located in Integrated Operations & Insights, around service and practice quality and support, continuous improvement, and

quality as they do today. During their mahi, our teams will continue to report on the data and insights they collect around our practice and delivery to the national learning support function in Te Pae Aronui. The shifts will come in how we work together to best leverage our knowledge and insights at a regional level to influence nationally-driven practice supports, development and guidance that responds to learning support teams and the ākonga and whānau they serve.

This team will be focused on supporting the uplift of insight-driven practice and capability development and facilitating smart sequencing and roll-out of change implementation to enable our Integrated Services teams to be focused on responsive, accessible and integrated local support. The addition of the new Change & Implementation teams, discussed in the next section, further signals our commitment to supporting this important role in our regions. This will act as a critical role between our local delivery teams and the wider Te Mahau and Te Tāhuhu teams, by facilitating:

- connections between our delivery teams, such as curriculum leads and learning support practitioners, and their centres of expertise and networks
- collaboration with the Sector Change & Implementation team in Te Pae Aronui and our local delivery experts to influence the phasing and support around change coming to the takiwā and sector, such as the delivery of new services and support to the sector.

We received some feedback around the alignment choices for specific roles proposed to go into this team, such as Business Support, Performance & Quality teams, and analysts. We have considered the options presented and confirm no changes to the alignments originally proposed at this time. The new Integrated Operations & Insights teams will be established across the takiwā as proposed.

Position impacts relating to the establishment of Integrated Operations & Insights teams, including confirmed established and disestablished roles, can be found in the tables in the following sections. Further feedback themes and our responses to these can be found in [the appendix](#) at the end of our decision document section.

Establish twelve (12) new Planning & Advice teams across the motu

We confirm the establishment of twelve (12) Planning & Advice teams across Te Tai Raro, Te Tai Whenua and Te Tai Runga, led by a Manager, Planning & Advice who is a member of the regional leadership team at tier 4. There will be one team located in and servicing each of our 12 regions.

These new teams will bring together, at a regional level, our capability that brings together our capability required to support and enable our regions to capture, think and plan, as well as do. This includes our existing capability in:

- Advisory
- Thought leadership
- Regional planning and networks
- Regional-level delivery expertise (servicing across a region).

Any teams reporting into these functional areas will also align within this new team, following their current leader, unless otherwise covered in the next section. You can read about our decisions as they relate to tiers five and six positions in this team in the next section of this document.

The Planning & Advice teams play a critical role in supporting our Directors of Education and their regions to engage in best practice, thought leadership, regional planning and improvement activities. These teams are critical to informing how regions:

- 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.

Some advisory roles that work with those we serve will also be a part of the Planning & Advice teams. This includes positions that support across the region rather than locally, or where there may only be limited capacity across a region, for example our NCEA Advisors or our Senior Curriculum Leads. We will make decisions together as a leadership team to ensure that we are consistent in how we align our capability across our rohe.

We received feedback regarding the alignment choices for specific roles proposed to go into this team. We have considered the options presented and confirm no changes to the alignments originally proposed at this time. The new Planning & Advice teams will be established across the takiwā as proposed.

Position impacts relating to the establishment of Planning & Advice teams, including confirmed established and disestablished roles, can be found in the tables in the following sections. Further feedback themes and our responses to these can be found at the end of our decision document section.

Establish a new Strategic Advisor, Māori in Tāmaki Makaurau | Auckland, Te Tai Raro

We confirm the establishment of one (1) new Strategic Advisor, Māori in Tāmaki Makaurau | Auckland in Te Tai Raro. This new position will report to the Director of Education (North/ West) and be a member of the Director of Education's leadership team at tier 4. This core capability is required in support of the decision we made to establish three new standalone, permanent regions across Tāmaki Makaurau.

We did not receive feedback contrary to this proposal during consultation.

Position impacts relating to the establishment of this position can be found in the tables below.

Retain the Manager, Education Renewal in Canterbury/Chatham Islands, Te Tai Runga

We confirm the retention of the existing Manager, Education Renewal in Canterbury/Chatham Islands region in Te Tai Runga. This new position will continue to report to the Director of Education Canterbury/Chatham Islands and be a member of the Director of Education's leadership team at tier 4.

We had proposed to disestablish this position during consultation and to integrate this team across the proposed new national delivery model team structure. We received your feedback on this and agree that there is value in retaining this team together to continue to deliver ongoing support to the Canterbury region. This position is unique to Canterbury and sits outside of the nationally consistent design. We have agreed that this position is an exception to our agreed model and is specifically required in this region at this time.

Position impacts relating to the retention of this position, including direct reports, can be found in the tables in the following sections. Further information on feedback themes and responses can be found in [the appendix](#) at the end of our decision document section.

Nā ēnei whakatau ka puta | The confirmed decisions will result in

Establishment of the following new positions

**Note – Role IDs for new roles will be confirmed when the positions are filled.*

Te Tai Raro

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Te Tai Tokerau	4	90014, 90015, 90016	Manager, Integrated Services (<i>location</i>)	New	M5	3	Yes
Te Tai Tokerau	4	90063	Manager, Integrated Operations & Insights	New	M5	1	Yes

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Te Tai Tokerau	4	90075	Manager, Planning & Advice	New	M5	1	Yes
Tāmaki Makaurau (North & West)	4	90226	Strategic Advisor Māori	Existing	A9	1	Yes
Tāmaki Makaurau (North & West)	4	90017, 90018, 90019, 90020	Manager, Integrated Services (location)	New	M5	4	Yes
Tāmaki Makaurau (North & West)	4	90064	Manager, Integrated Operations & Insights	New	M5	1	Yes
Tāmaki Makaurau (North & West)	4	90076	Manager, Planning & Advice	New	M5	1	Yes
Tāmaki Makaurau (Central & East)	4	90021, 90022, 90023, 90024,	Manager, Integrated Services (location)	New	M5	4	Yes
Tāmaki Makaurau (Central & East)	4	90065	Manager, Integrated Operations & Insights	New	M5	1	Yes
Tāmaki Makaurau (Central & East)	4	90077	Manager, Planning & Advice	New	M5	1	Yes
Tāmaki Makaurau (South & South West)	4	90025, 90026, 90027, 90028	Manager, Integrated Services (location)	New	M5	4	Yes
Tāmaki Makaurau (South & South West and Southwest)	4	90066	Manager, Integrated Operations & Insights	New	M5	1	Yes
Tāmaki Makaurau (South and Southwest)	4	90078	Manager, Planning & Advice	New	M5	1	Yes

Te Tai Whenua

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Bay of Plenty (Waiariki)	4	90034, 90035, 90036, 90037	Manager, Integrated Services (location)	New	M5	4	Yes

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Bay of Plenty (Waiariki)	4	90068	Manager, Integrated Operations & Insights	New	M5	1	Yes
Bay of Plenty (Waiariki)	4	90080	Manager, Planning & Advice	New	M5	1	Yes
Hawke's Bay (Tairāwhiti)	4	90038, 90039, 90040, 90041	Manager, Integrated Services (location)	New	M5	4	Yes
Hawke's Bay (Tairāwhiti)	4	90069	Manager, Integrated Operations & Insights	New	M5	1	Yes
Hawke's Bay (Tairāwhiti)	4	90081	Manager, Planning & Advice	New	M5	1	Yes
Taranaki, Manawatū	4	90045, 90044, 90043, 90042,	Manager, Integrated Services (location)	New	M5	4	Yes
Taranaki, Manawatū	4	90070	Manager, Integrated Operations & Insights	New	M5	1	Yes
Taranaki, Manawatū	4	90082	Manager, Planning & Advice	New	M5	1	Yes
Waikato	4	90029, 90030, 90031, 90032, 90033	Manager, Integrated Services (location)	New	M5	5	Yes
Waikato	4	90067	Manager - Integrated Operations & Insights	New	M5	1	Yes
Waikato	4	90079	Manager, Planning & Advice	New	M5	1	Yes

Te Tai Runga

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Wellington	4	90033, 90029, 90030, 90031, 90032	Manager, Integrated Services (location)	New	M5	5	Yes
Wellington	4	90067	Manager, Integrated Operations & Insights	New	M5	1	Yes
Wellington	4	90079	Manager, Planning & Advice	New	M5	1	Yes

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Nelson, Marlborough, West Coast	4	90034, 90035, 90036	Manager, Integrated Services (location)	New	M5	3	Yes
Nelson, Marlborough, West Coast	4	90068	Manager, Integrated Operations & Insights	New	M5	1	Yes
Nelson, Marlborough, West Coast	4	90080	Manager, Planning & Advice	New	M5	1	Yes
Canterbury/Chatham Islands	4	90040, 90041, 90042, 90043, 90044, 90045	Manager, Integrated Services (location)	New	M5	6	Yes
Canterbury/Chatham Islands	4	90070	Manager, Integrated Operations & Insights	New	M5	1	Yes
Canterbury/Chatham Islands	4	90082	Manager, Planning & Advice	New	M5	1	Yes
Otago/Southland	4	90339, 90037, 90038, 90039	Manager, Integrated Services (<i>location</i>)	New	M5	4	Yes
Otago/Southland	4	90069	Manager, Integrated Operations & Insights	New	M5	1	Yes
Otago/Southland	4	90081	Manager, Planning & Advice	New	M5	1	Yes

Disestablishment of the following positions

Te Tai Raro

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Te Mahau Te Tai Raro	400553, 400555, 401039, 401046, 401040, 401045, 401043, 401041	Education Manager (8)	EOI

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Te Mahau Te Tai Raro	401080, 401081, 401078, 400558, 408831	Learning Support Manager (5)	EOI
Te Mahau Te Tai Raro	407250	Curriculum Manager (1)	EOI
Te Mahau Te Tai Raro	404424	Business Support Manager (1)	EOI
Te Mahau Te Tai Raro	401082	Systems and Services Manager (1)	Redeployment Performance & Quality Lead
Te Mahau Te Tai Raro	401079	Performance & Quality Lead (1)	Redeployment Performance & Quality Lead
Te Mahau Te Tai Raro	402939	Manager (1)	EOI

Te Tai Whenua

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Te Mahau Te Tai Whenua	400504, 400505, 400506, 400507, 400540, 400542, 400609, 400611, 400546, 400548, 408216, 408415, 400534	Education Manager, Manager (13)	EOI
Te Mahau Te Tai Whenua	400511, 400541, 400617, 400552,	Learning Support Manager (4)	EOI
Te Mahau Te Tai Whenua	401083	Site and Service Manager (1)	EOI

Te Tai Runga

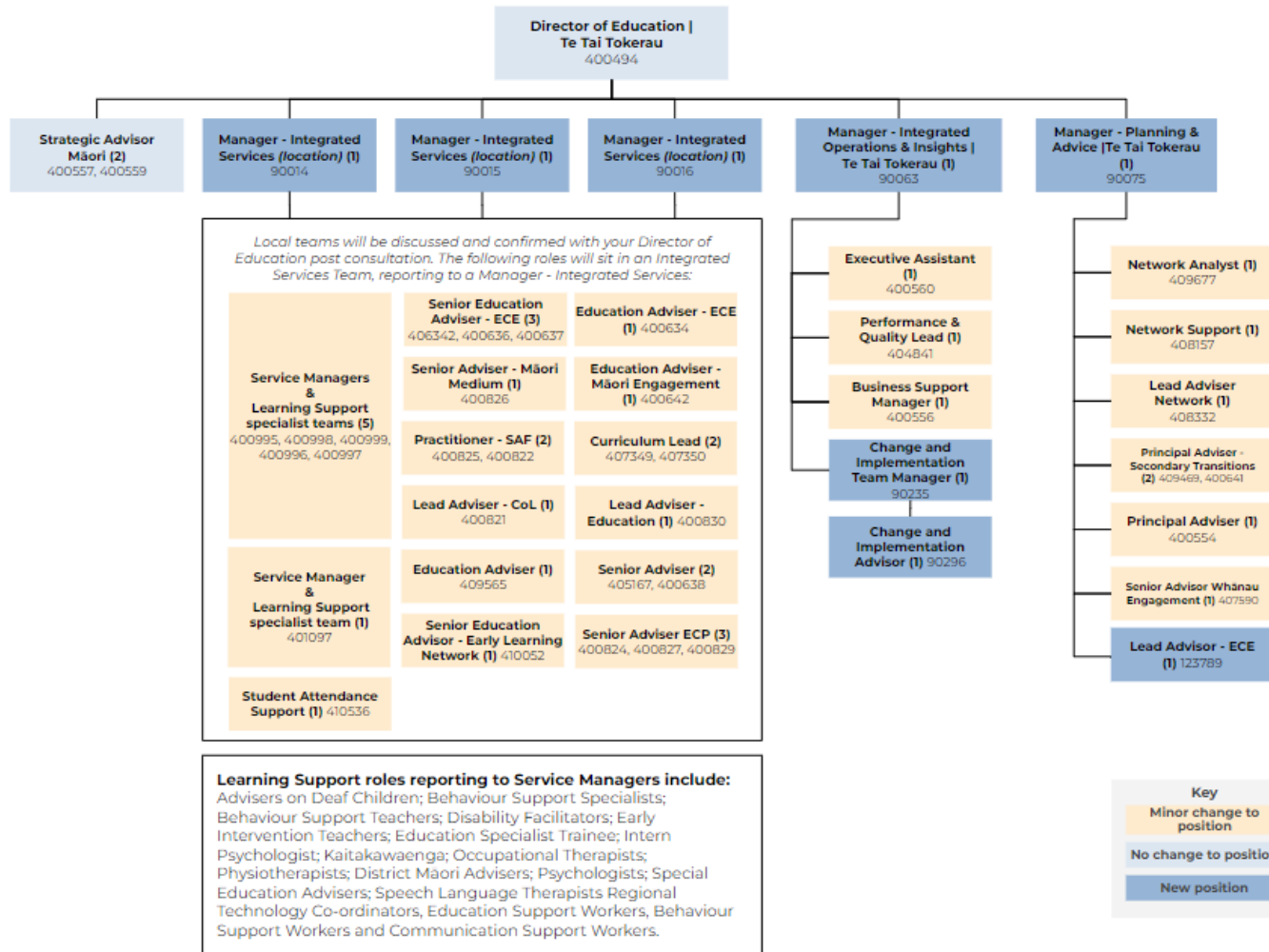
Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Te Mahau Te Tai Runga	400570, 400575, 400576, 400618, 400514, 400515, 400516, 400517, 400580, 400581, 407416	Education Manager (11)	EOI
Te Mahau Te Tai Runga	400573, 400624, 400523, 400582	Learning Support Manager (4)	EOI

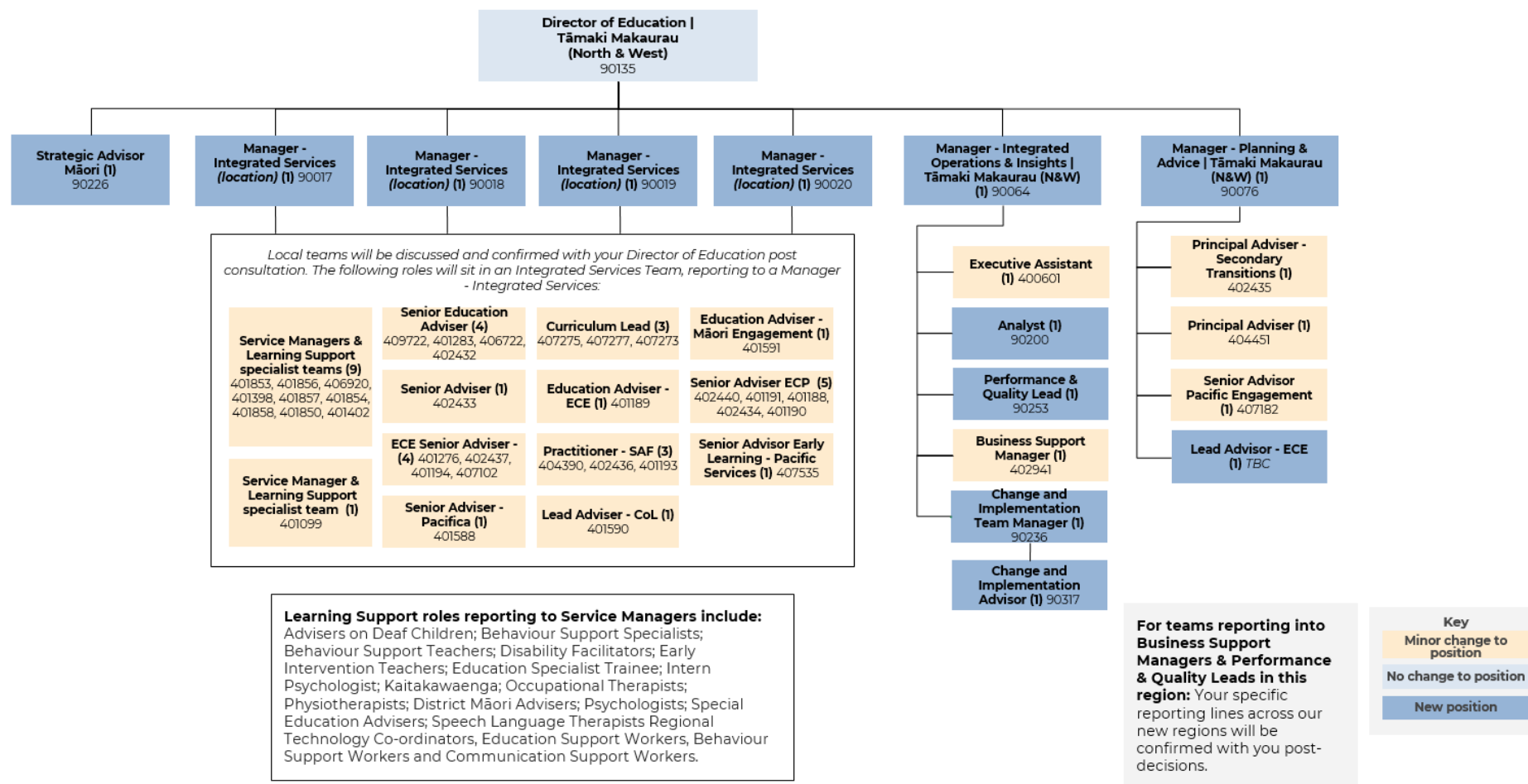
Minor changes for the following positions

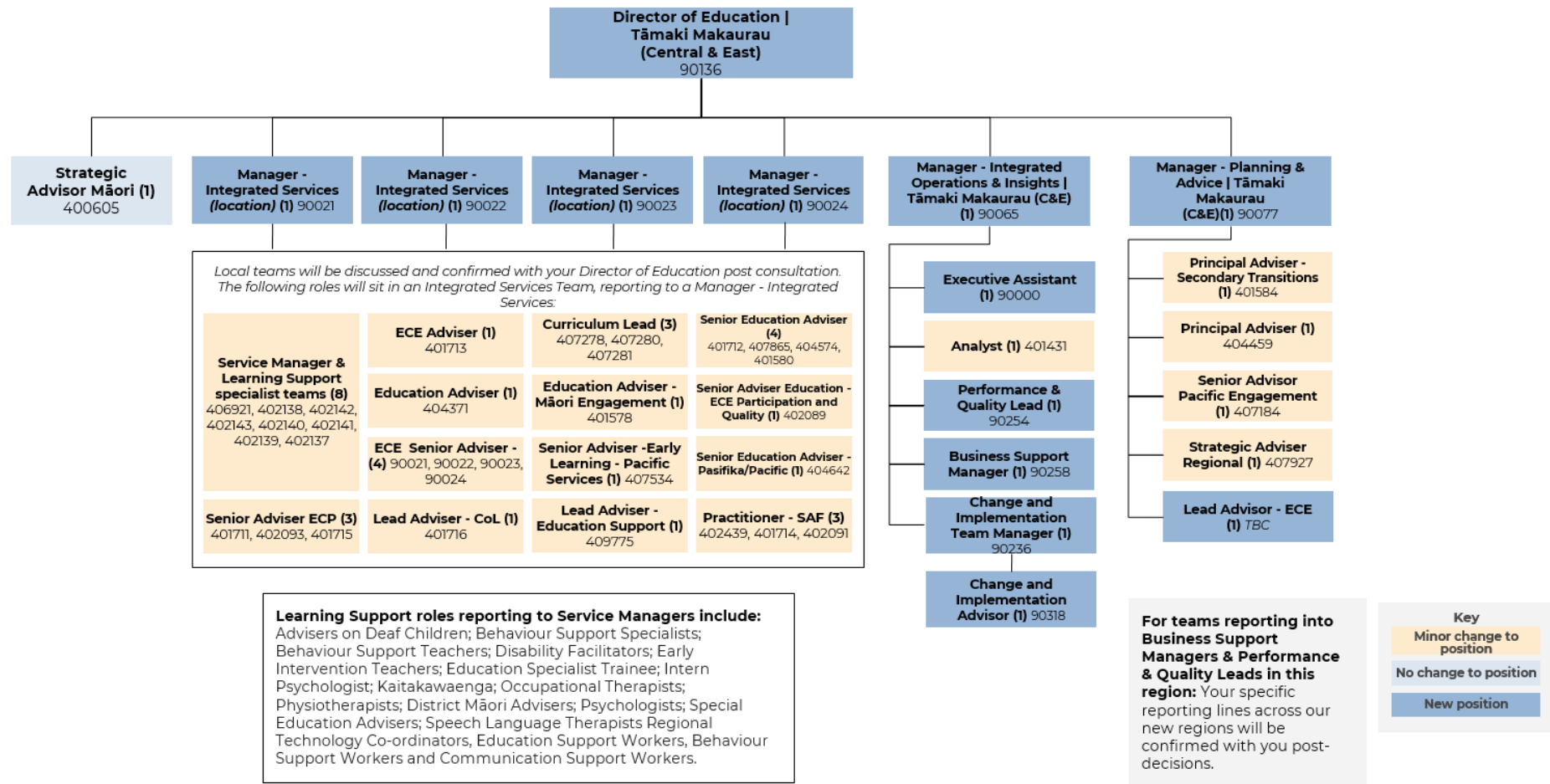
Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Canterbury/ Chatham Islands, Te Tai Runga	400519	Manager (Education Renewal)	Remains in structure	Position sits at tier 4, reporting to Director of Education.

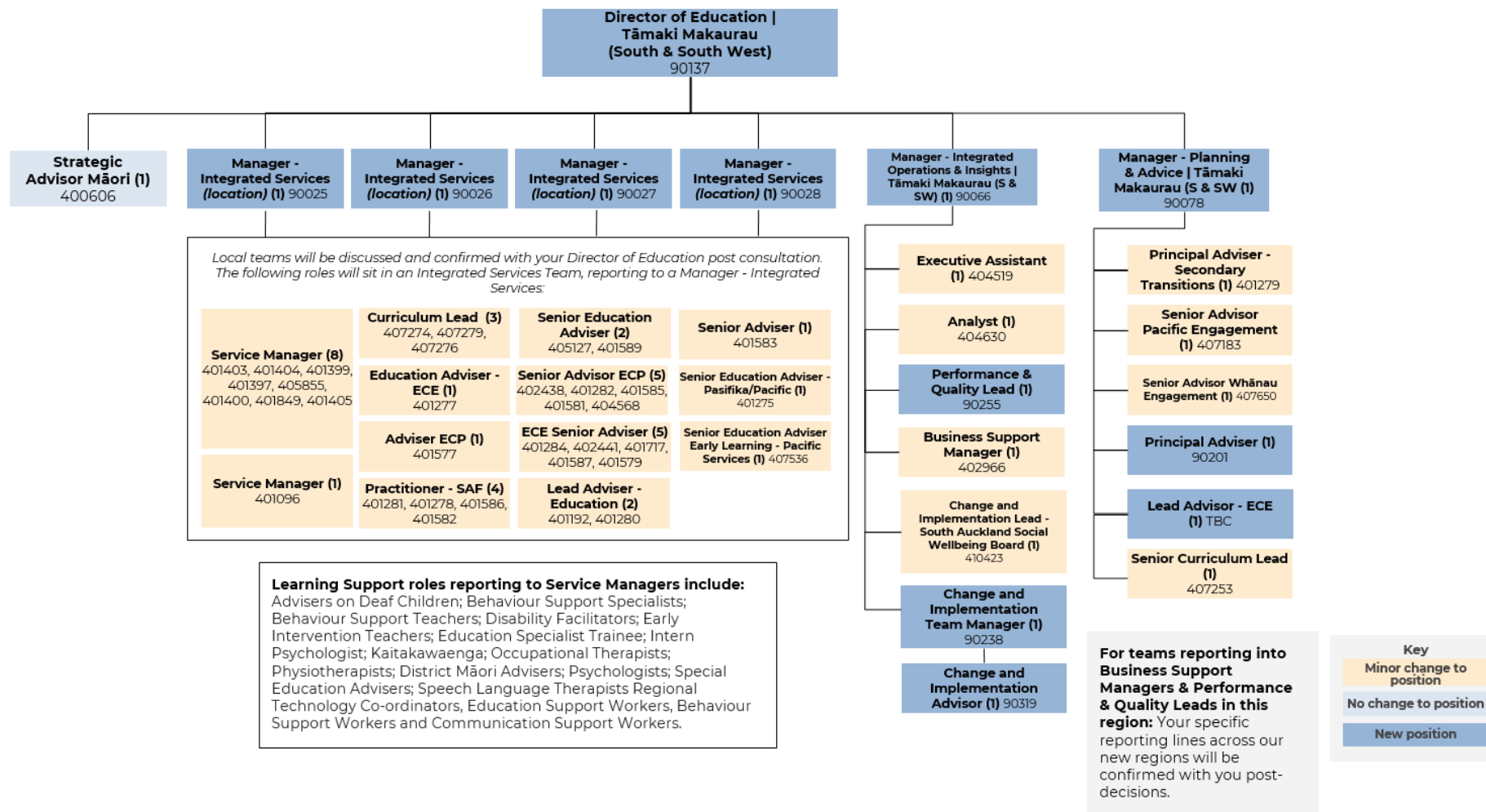
Confirmed structures – below tier 4

Structures for Te Tai Raro takiwā

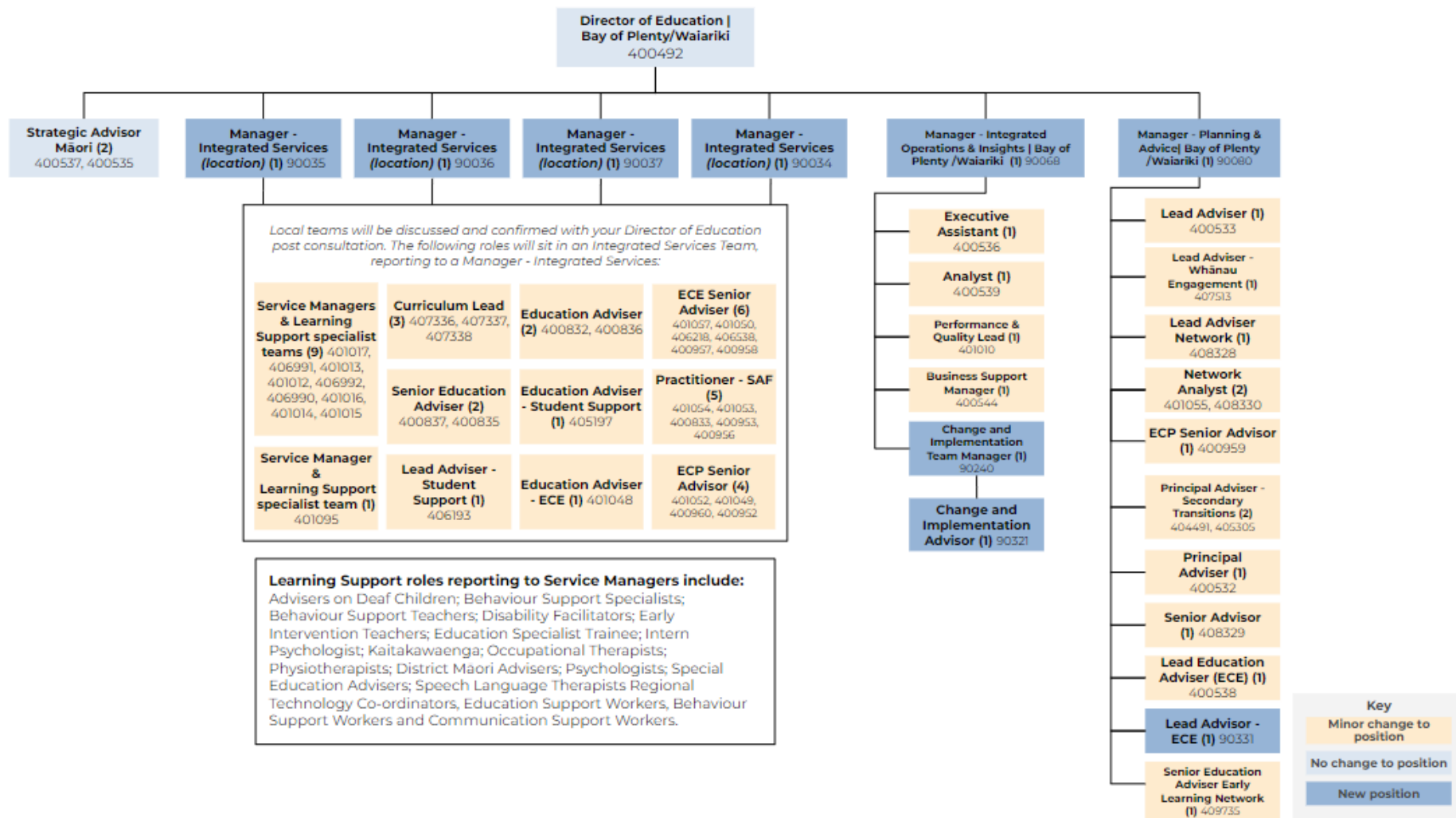


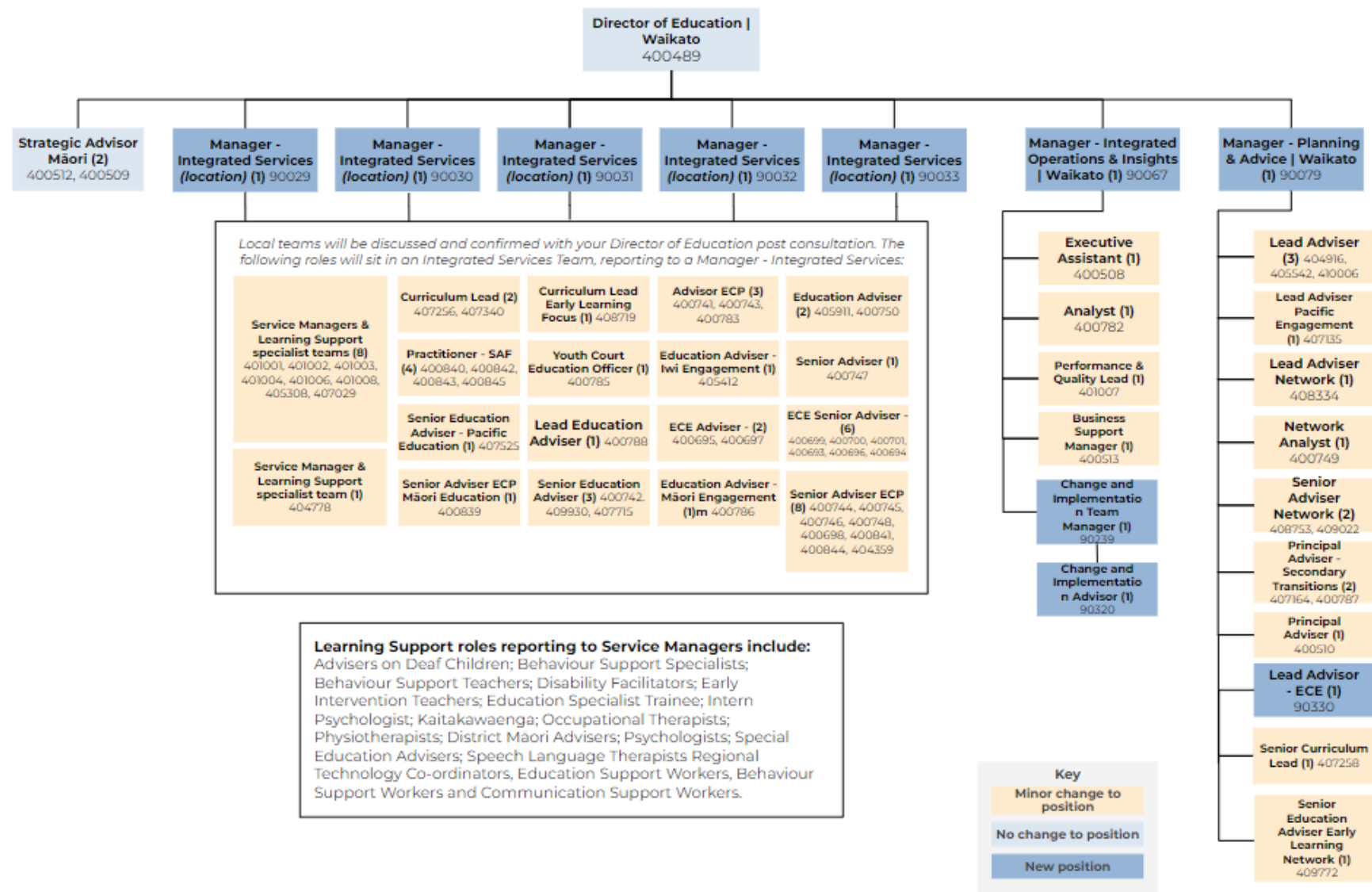


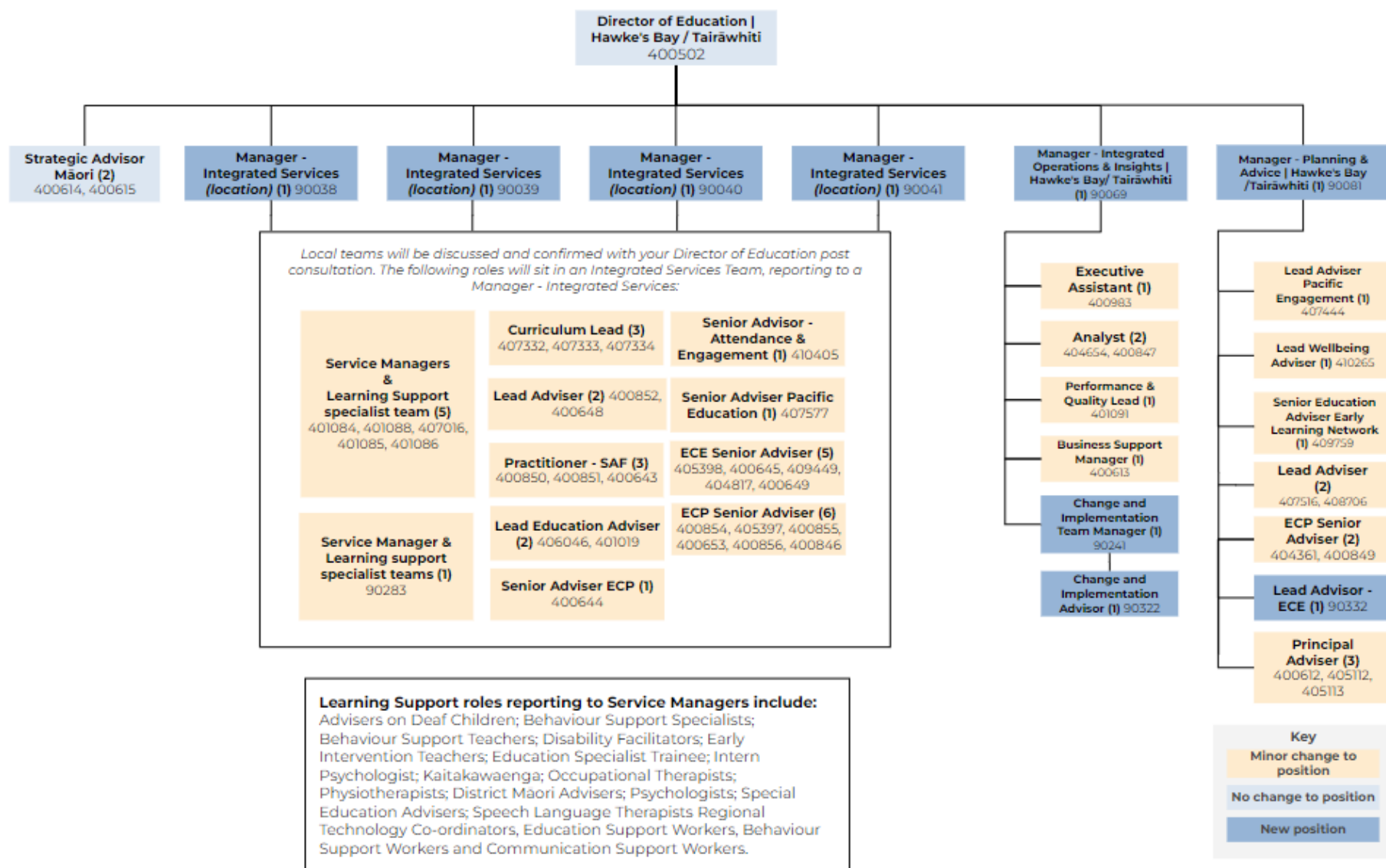


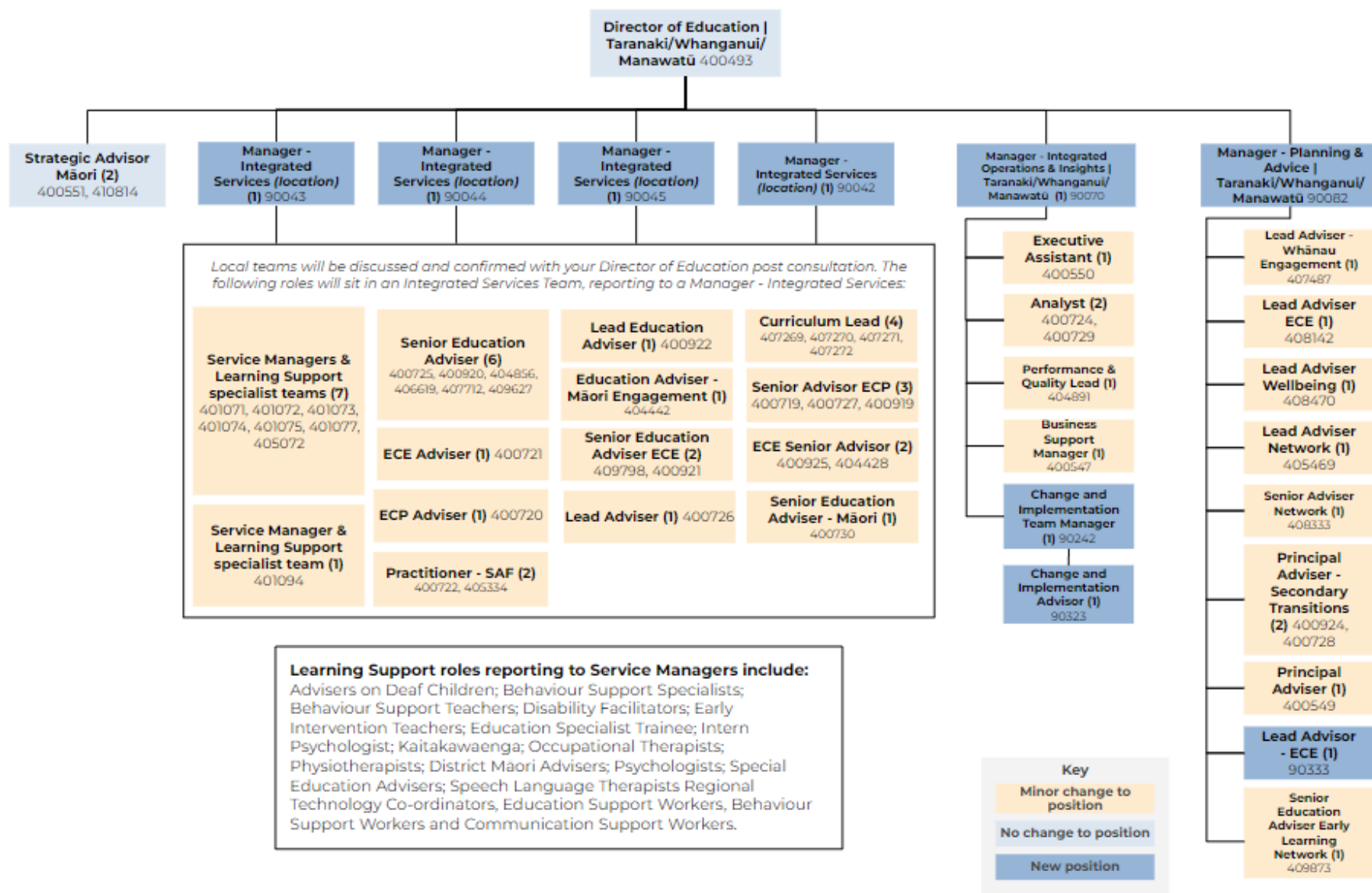


Structures for Te Tai Whenua takiwā

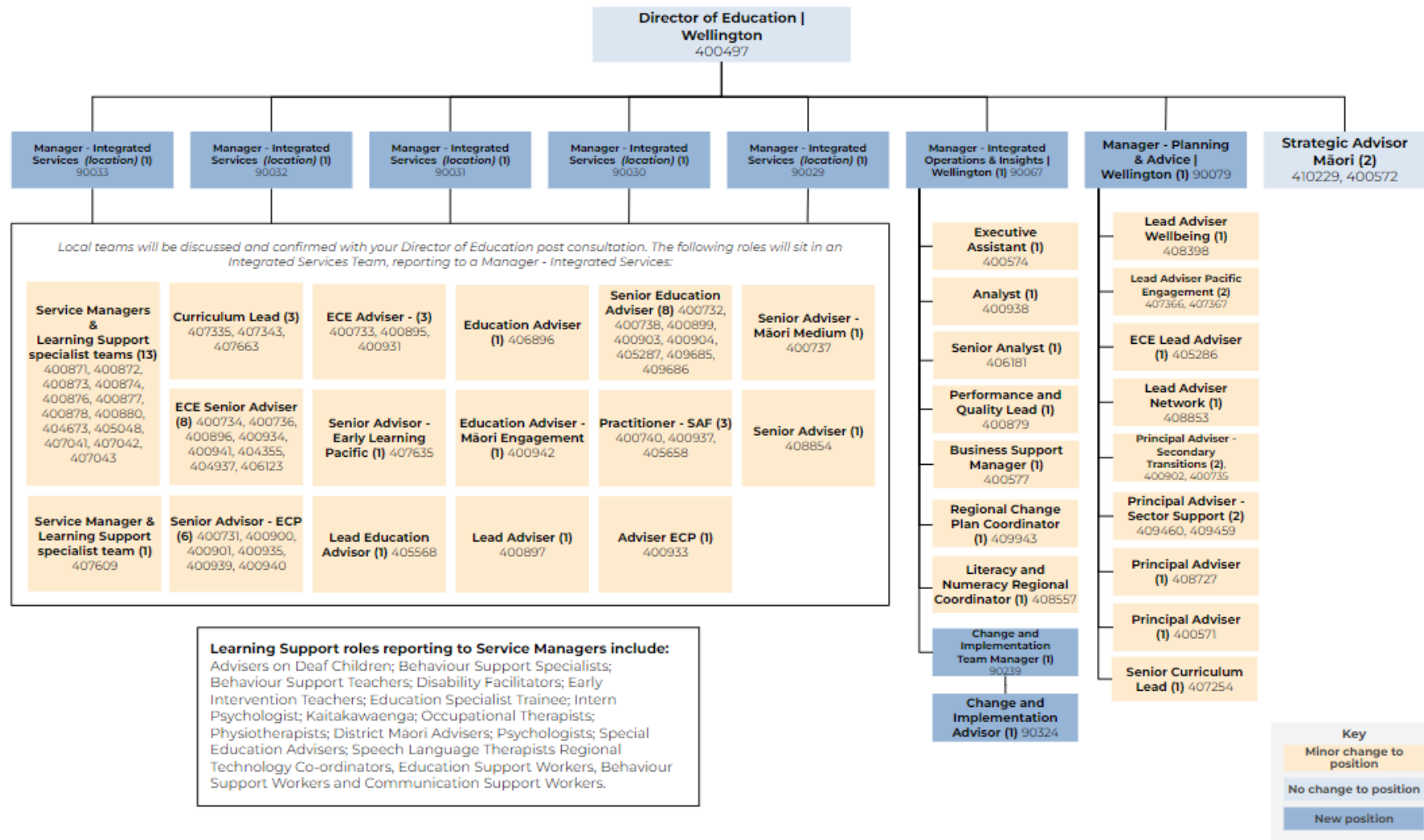


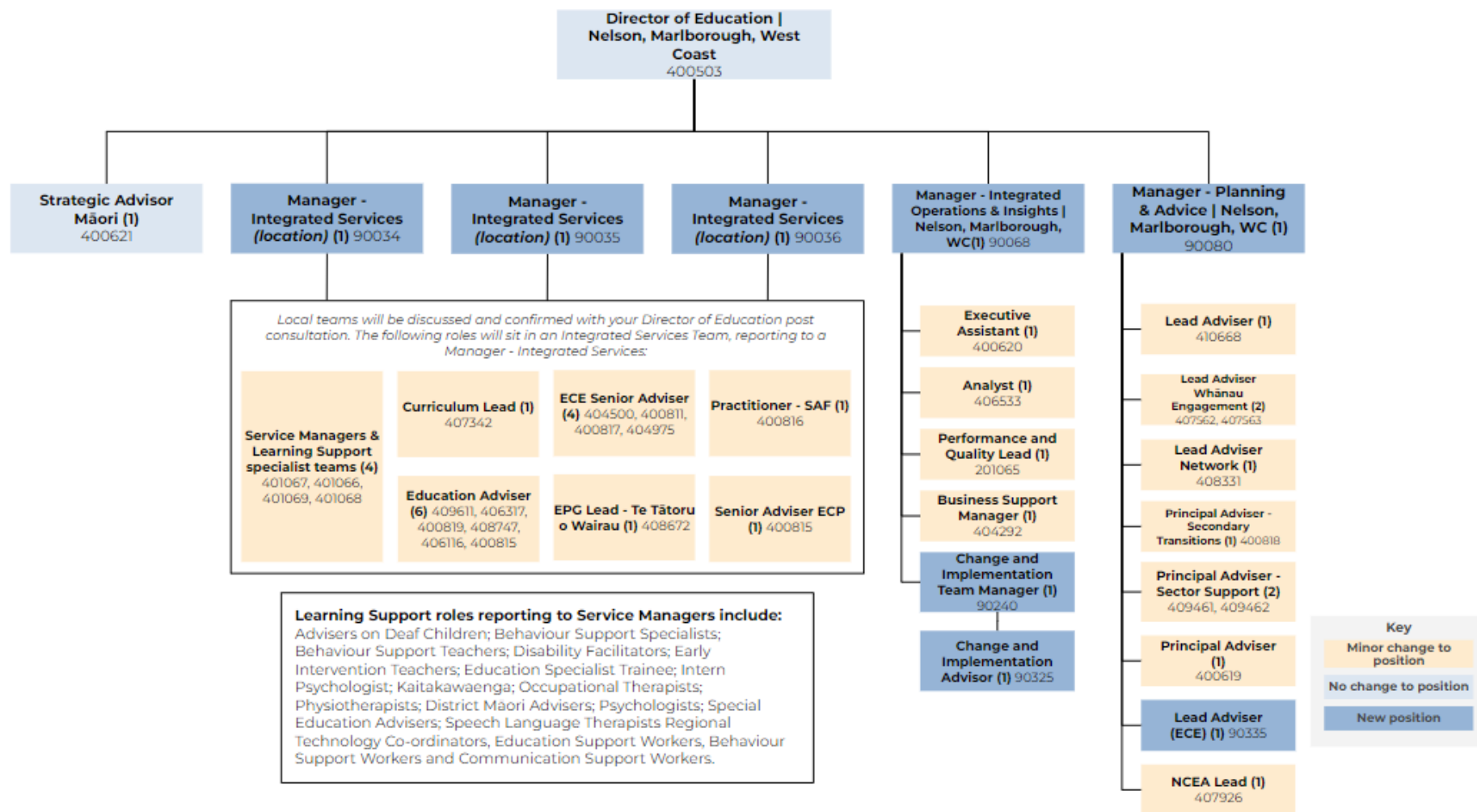


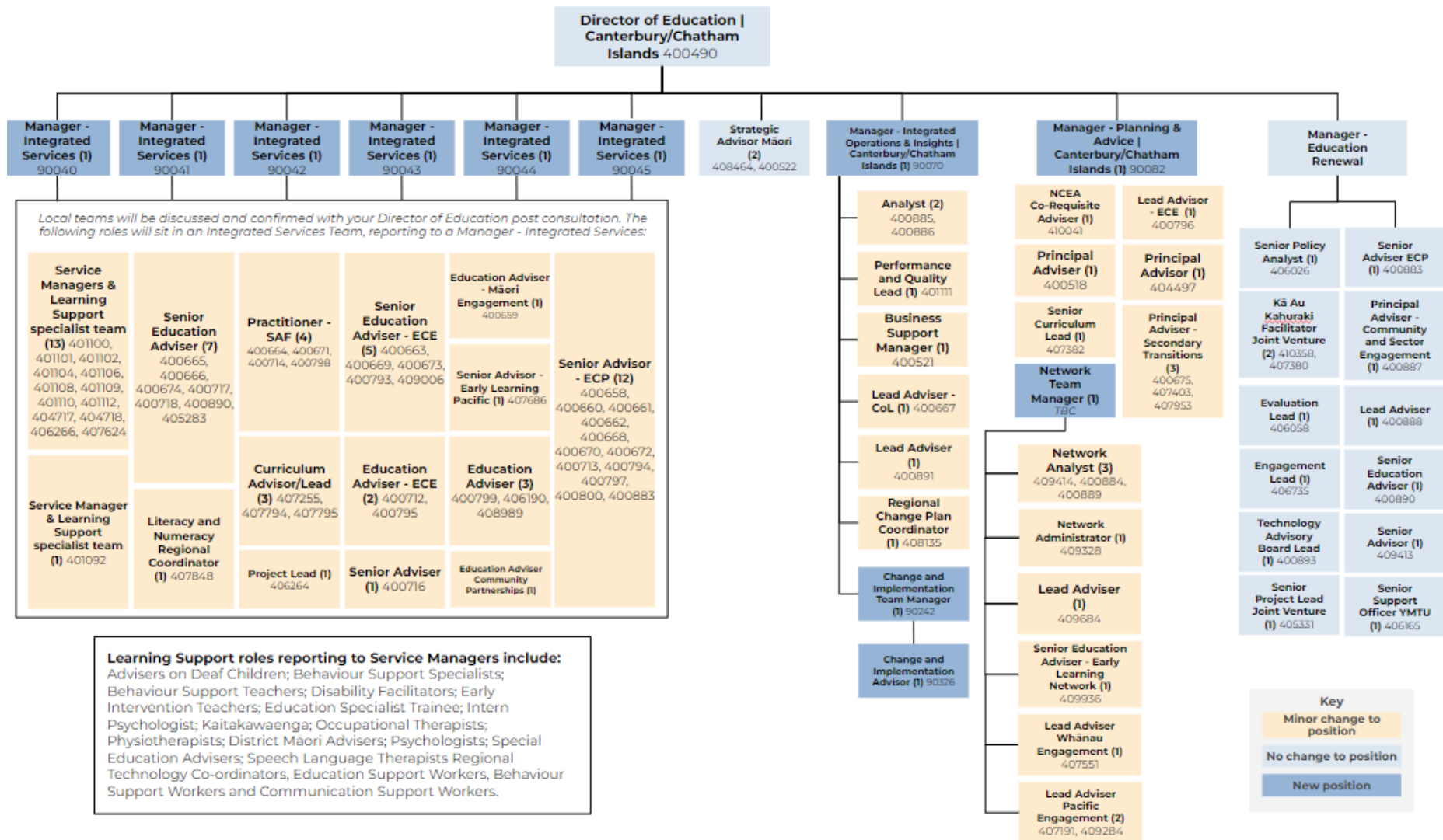


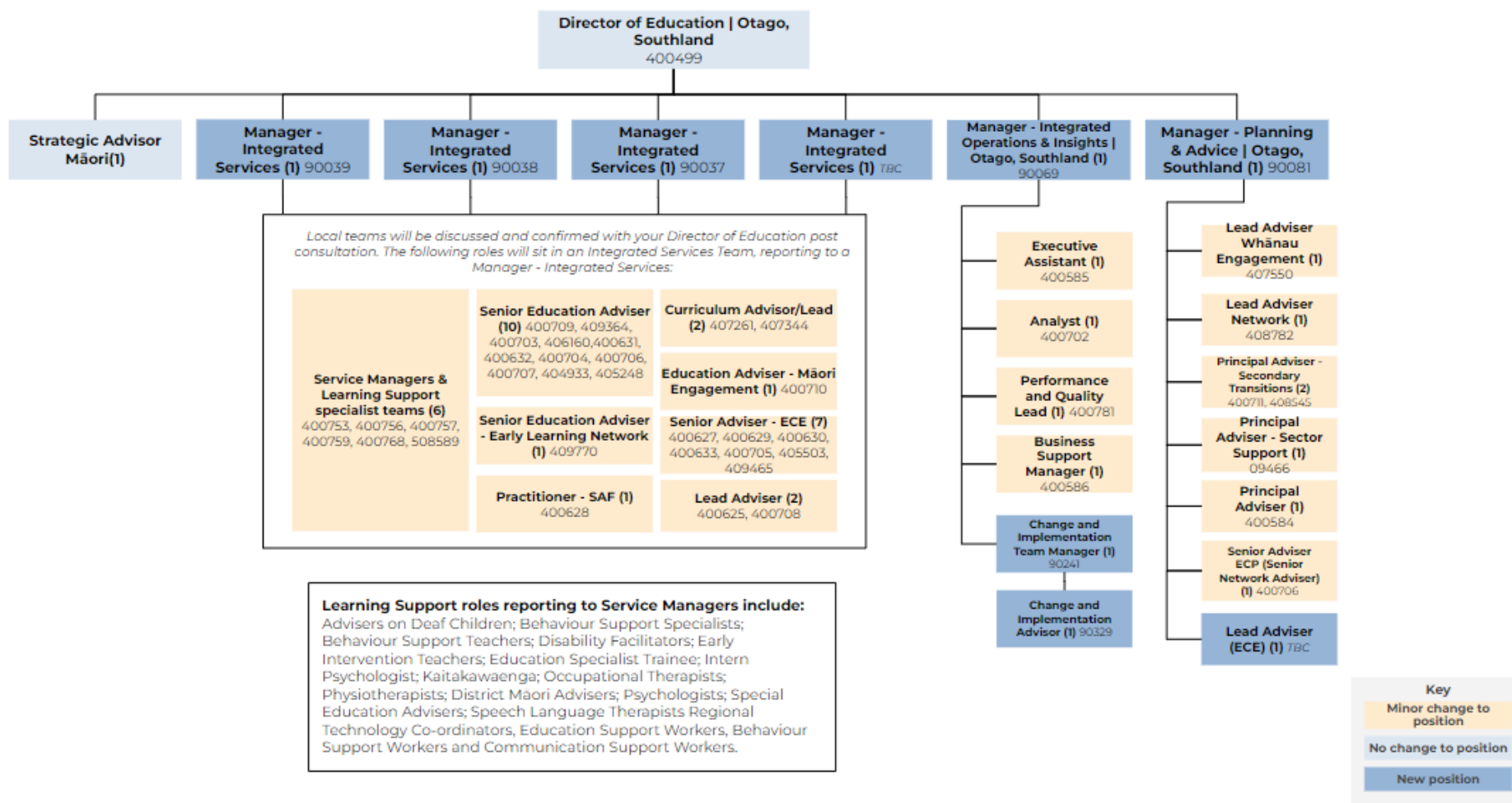


Structures for Te Tai Runga takiwā









Te Mahau takiwā tiers five and six

What are the tiers five and six and are they important?

Our decisions at tiers five and six are focused on aligning ourselves into our new national delivery model and adding some new and additional capability and capacity to support us in this way of working. You will see in this section that we have confirmed a number of the changes we proposed to you during consultation. You will also see that we have responded to your feedback and added some additional support around the model to ensure that we can be successful as we transition.

Specifically, we confirm the following at tier 5 and 6:

- The establishment of the proposed new Change & Implementation teams, across each region's Integrated Operations & Insights team
- The transition of our IWS learning support colleagues from Te Pae Aronui to the takiwā to align with the intent for our frontline service delivery expertise to locate together in our new Integrated Services teams across the takiwā
- The establishment of additional Lead Advisors ECE to ensure that our early learning experts have regionally-located support
- The establishment of a new Team Manager, Networks in the Planning & Advice team in Canterbury to lead the region's network team
- The alignment of our Senior Curriculum Leads into the Planning & Advice teams
- The establishment and alignment of positions associated with the establishment of three new standalone regions in Tāmaki Makaurau
- The establishment of a new Service Manager in Hawke's Bay (Tairāwhiti).

What are the main changes confirmed?

The changes below are now confirmed at **tier 5** across the takiwā:

Establish twelve (12) new Change & Implementation teams across the motu

We confirm the establishment of twelve (12) new Change & Implementation teams across the motu. Each of these new teams will be led by a new Team Manager, Change & Implementation position, reporting to one of the new Manager, Integrated Operations & Insights positions in each region at tier 5. This core capability is required in support of integrating with our wider Te Mahau group designs.

Feedback was supportive of this new capability that will sit across each of our regions to work closely with our Integrated Services teams to facilitate connections between our local, regional and national teams, and to influence the delivery and support for new services and changes to the sector, including practice supports and development. In response to your feedback, we will also establish an Advisor in each of our regions, reporting to the new Change & Implementation Team Managers, to provide capacity to support our teams.

Position impacts relating to the establishment of these new teams can be found in the tables in the following sections.

Transfer Te Kahu Tōi, Intensive Wraparound Service (IWS) Service Managers and their learning support teams from Te Pae Aronui to the takiwā

We confirm that our IWS learning support colleagues in Te Pae Aronui, Service Managers and their teams, will transition across to the takiwā as initially proposed. This aligns with the design intent of Te Mahau, whereby we can expect that, over time, we will continue to shift resources to the front porch and entryway of our whare. A total of eight (8) Service Managers and their teams will transition across and be located in the new Integrated Services teams across the motu.

We received some feedback around this change during consultation, particularly around the support that our IWS teams would have both within their new teams and ongoing through the national IWS centre of expertise in Te Pae Aronui. We agree that this network of support is important for our IWS teams who provide a specialised learning support service. We have confirmed with the Hautū, Te Pae Aronui that the national Learning Support function will retain critical IWS expertise to provide practice guidance and support for our local teams to connect into. You can read more about this in the Te Pae Aronui Decisions Document.

We also heard your feedback around the indicative placement of IWS teams across the Integrated Service teams and the importance of retaining a strong connection back to the IWS centre of expertise in Te Pae Aronui. We confirm that IWS will transition across to the takiwā Integrated Services function,

however we will work with IWS Service Managers and their teams to inform which geographic teams best align for reporting line purposes.

We acknowledge that IWS is a specialised service delivery function. The intent in locating IWS alongside our core learning support expertise, rather than in the Planning & Advice team, for example, is that we see value to be gained in all of our learning support expertise working closely together, around those we serve. To this point, we also received some feedback from you about the location of PB4L practitioners, who work with schools providing training and advice in support of learning outcomes.

The feedback suggested that PB4L practitioners would best align within the Integrated Service teams. The reason we have not taken this decision now is that many of our PB4L practitioners sit in our Performance & Quality Lead teams, which will be located in our Integrated Operations & Insights teams, due to the nature of the support that these teams largely provide. We have chosen not to make changes, wherever practicable, at this time across our tier 5 teams who are focused on delivery. This said, we agree that the alignment suggested does make sense and we would like to work with you on making this shift next year.

Position impacts relating to this decision can be found in the tables below.

Establish ten (10) additional Lead Advisor ECE positions across the motu

We confirm the establishment of ten (10) additional Lead Advisor ECE positions across the motu. Each of these positions will sit at tier 5, reporting to one of the new Manager, Planning & Advice positions in each region.

We received and have reviewed substantive feedback around the safe and supportive environment we require around our early learning practitioners. We heard from you that your work with early learning services to meet licensing requirements is an area of technical complexity and risk. Several of the feedback submissions we received recommended the establishment of at least one Lead Advisor ECE across each region to ensure that our local practitioners had a clear point of connection, outside of their Manager, Integrated Services and their national regulatory centre of expertise in Te Pae Aronui.

Presently, we have Lead Advisor ECE positions located in many of our regions. We agree with this feedback and therefore have made the decision to establish 10 additional Lead Advisor ECE positions to ensure that all our regions have at least one available to their practitioners to provide support and guidance. Position impacts relating to the establishment of these new teams can be found in the tables below.

Establish one (1) new Team Manager, Networks position in the Canterbury/Chatham Islands region, Te Tai Runga

We confirm the establishment of one (1) new Team Manager, Networks position at tier 5, in the Canterbury/Chatham Islands region, Te Tai Runga. This position has been established to lead the Networks team which is in place to support Canterbury and the rebuild of its networks. This position provides leadership to the existing networks and engagement team. This position will report to the Manager, Planning & Advice, Canterbury/Chatham Islands.

Position impacts relating to the establishment of this position can be found in the tables below.

Align our four (4) existing Senior Curriculum Lead positions to the Planning & Advice team in their existing regions

Our four (4) existing Senior Curriculum Lead positions that are currently located across our Tāmaki Makaurau, Waikato, Wellington and Canterbury regions will move from the Integrated Services teams into the new Planning & Advice teams following consideration of feedback received on the proposed alignment of these positions. We agree that these positions work across our regions and support the curriculum advisory network across the takiwā.

Position impacts relating to the establishment of these new teams can be found in the tables below.

Establish one (1) Business Support Manager, reporting to Manager, Integrated Operations & Insights in Tāmaki Makaurau (Central & East), Te Tai Raro

We confirm the establishment of one (1) new Business Support Manager in Tāmaki Makaurau | Auckland in Te Tai Raro. This position will sit at tier 5 and report to the Manager, Integrated Operations & Insights (Central & East). This core capability is required in support of the decision to establish three new standalone, permanent regions across Tāmaki Makaurau.

The feedback received in relation to this position related largely to the realignment and reporting lines of our existing Business Support Managers and their teams. Feedback highlighted concerns regarding the proposal to realign these teams to sit at tier 5, reporting to Manager, Integrated Operations & Insights. We also received feedback around how a shared service model might continue across our three new regions. Given our decision to establish three new standalone regions in Tāmaki Makaurau, we confirm as proposed the establishment of one (1) new Business Support Manager in Tāmaki Makaurau | Auckland (Central & East) to report into Manager, Integrated Operations & Insights.

Position impacts relating to the changes to this position and the positions that report to it, can be found in the tables below.

Confirm change in title for two (2) Support Managers to Business Support Manager, Tāmaki Makaurau, Te Tai Raro

We confirm the proposed change in title for two (2) Support Managers currently reporting to Business Support Manager in Tāmaki Makaurau | Auckland, Te Tai Raro, to Business Support Manager. These positions will sit at tier 5 and will now report to the Manager, Integrated Operations & Insights in Tāmaki Makaurau (North & West) and Tāmaki Makaurau (Central & East).

The feedback we received in relation to this position and others related largely to the realignment and reporting lines of our existing Principal Advisors and the proposal for these to sit at tier 5, reporting to Manager, Planning & Advice. We also received feedback around how a shared service model might continue across our three new regions.

Position impacts relating to the changes to these positions and the positions that report to them, can be found in the tables below.

Establish three (3) Performance and Quality Lead positions in Tāmaki Makaurau, Te Tai Raro

We confirm the establishment of three (3) new Performance & Quality Lead positions in Tāmaki Makaurau | Auckland in Te Tai Raro. These positions will sit at tier 5 and report to the Manager, Integrated Operations & Insights (South and Southwest) and the Manager, Integrated Operations & Insights (Central & East). This core capability is required in support of the decision we made to establish three new standalone, permanent regions across Tāmaki Makaurau.

The feedback received in relation to this position and others related largely to the realignment and reporting lines of our existing Performance & Quality Leads and their teams (including PIA and PB4L) and the proposal for these to sit at tier 5, reporting to the Manager, Integrated Operations & Insights. We also received feedback around how a shared service model might continue across our three new regions.

Position impacts relating to the changes to these positions and the positions that report to them can be found in the tables below.

Establish one (1) Executive Assistant, reporting to Manager, Integrated Operations & Insights in Tāmaki Makaurau (Central & East), Te Tai Raro

We confirm the establishment of one (1) new Executive Assistant in Tāmaki Makaurau | Auckland in Te Tai Raro. This position will sit at tier 5 and report to the Manager, Integrated Operations & Insights (Central & East). This core capability is required in support of the decision we made to establish three new standalone, permanent regions across Tāmaki Makaurau.

The feedback we received in relation to this position and others related largely to the realignment and reporting lines of our existing Executive Assistant positions and the proposal to realign these to sit at tier 5, reporting to Manager, Integrated Operations & Insights. We also received feedback around how a shared service model might continue across our three new regions.

Position impacts relating to the establishment of this position can be found in the tables below.

Establish one (1) Analyst in Tāmaki Makaurau (Central & East), Te Tai Raro

We confirm the establishment of one (1) new Analyst in Tāmaki Makaurau | Auckland in Te Tai Raro. This position will sit at tier 5 and report to the Manager, Integrated Operations & Insights (Central & East). This core capability is required in support of the decision we made to establish three new standalone, permanent regions across Tāmaki Makaurau.

The feedback we received in relation to this position and others related largely to the realignment and reporting lines of our existing Analysts and the proposal for these to sit at tier 5, reporting to the Manager, Integrated Operations & Insights. Some alternative suggestions included having new and existing Analyst positions reporting into the Performance & Quality Lead teams. We also received feedback around how a shared service model might continue across our three new regions.

Position impacts relating to the establishment of this position can be found in the tables below.

Establish one (1) Principal Advisor in Tāmaki Makaurau (South and Southwest), Te Tai Raro

We confirm the establishment of one (1) new Principal Advisor in Tāmaki Makaurau | Auckland in Te Tai Raro. This position will sit at tier 5 and report to the Manager, Planning & Advice (South and Southwest). This core capability is required in support of the decision we made to establish three new standalone, permanent regions across Tāmaki Makaurau.

Feedback highlighted concerns that the Principal Advisors within Planning & Advice would be moving to tier 5 and they will now need to work through the Manager, Planning & Advice role. We acknowledge this concern but we do not consider this move should change the key elements of the role and believe the Principal Advisors will be an important part of the teams, providing technical support and guidance to other roles.

We also received feedback around how a shared service model might continue across our three new regions.

Position impacts relating to the establishment of this position can be found in the tables below.

Establish one (1) Service Manager in Hawke's Bay (Tairāwhiti), Te Tai Whenua

We confirm the establishment of one (1) new Service Manager in Hawke's Bay (Tairāwhiti) in Te Tai Whenua. This position will sit at tier 5 and report to a Manager, Integrated Services position.

The establishment of this position relates to the disestablishment of the existing Manager, Site & Services position, to ensure that we align with a national delivery model. The team currently reporting to the Manager, Site & Services position will now report to this new Service Manager position.

Position impacts relating to the establishment of this position can be found in the tables below.

Further to the changes at tier 5 above, the following changes are now confirmed at tier 6 across the takiwā:

Establish twelve (12) new Advisor positions reporting to the Team Manager, Change & Implementation

We confirm the establishment of twelve (12) new Advisor positions, each reporting into each of the new regional Change & Implementation teams across the motu. Each of these new positions will sit at tier 6 and report into the new Team Manager, Change & Implementation position, in the Integrated Operations & Insights team.

These new roles are being established in consideration of the feedback we have received from our learning support, early learning, curriculum and education teams during consultation. We heard from you that the ways in which we set ourselves up will mean that our teams of experts will need to be well-supported to establish clear and effective ways of working across our new structures, horizontally, with their peer networks, and with regional and national supporting functions and roles.

We had proposed the establishment of the new Team Manager, Change & Implementation positions across each of the regions, reporting into the Integrated Operations & Insights teams to specifically lead this mahi with you. Upon reflection and reading your feedback, we hear that additional capacity to support this transition to the new structure and establishing successful ways of working across this is required. Therefore, we have decided to add additional capacity into these teams now, rather than over time to provide this support. Specifically, we would see these Change & Implementation teams facilitating connections across our regional teams, back into the national centres of expertise, to establish strong networks across our learning support and early learning teams as a matter of priority.

Position impacts relating to the establishment of these positions can be found in the tables below.

Confirm change in tier for all Network positions currently in Canterbury/Chatham Islands, Te Tai Runga

We confirm that the Network Analyst and Administrator positions, and the Lead Advisor Māori and Pacific Engagement positions in Te Tai Runga, will now report to the new Team Manager, Networks in Planning & Advice, Canterbury/Chatham Islands, Te Tai Runga. The rationale for this new change is in response to reporting line spans of control for the new Planning & Advice team and in support of ensuring that the Networks team has support in this large region.

Position impacts relating to this decision can be found in the tables below. Further information on feedback themes and responses can be found in [the appendix](#) at the end of our decision document section.

Nā ēnei whakatau ka puta | The confirmed decisions will result in

Establishment of the following new positions

**Note – Role IDs for new roles will be confirmed when the positions are filled.*

Te Tai Raro

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Integrated Operations & Insights, Tāmaki Makaurau (Central & East)	5	90000	Executive Assistant	Existing	A5	1	Yes
Integrated Operations & Insights, Tāmaki Makaurau (Central & East)	5	90258	Business Support Manager	Existing	M1	1	Yes
All Integrated Operations & Insights teams, Tāmaki Makaurau	5	90253, 90254, 90255	Performance & Quality Lead	Existing	M3	3	Yes
Integrated Operations & Insights, Tāmaki	5	90200	Analyst	Existing	A6	1	Yes

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Makaurau (North & West)							
Integrated Operations & Insights, Tāmaki Makaurau (South and Southwest)	5	90201	Principal Advisor	Existing	A9	1	Yes
<i>Planning & Advice, all 4 regions in Te Tai Raro</i>	5	90342, 90343, 90344, 90345	<i>Lead Advisor - ECE</i>	<i>Existing</i>	A8	4	Yes
Integrated Operations & Insights, all 4 regions in Te Tai Raro	5	90235, 90236, 90237, 90238	Team Manager, Change & Implementation	New	M2	4	Yes
<i>Integrated Operations & Insights, all 4 regions in Te Tai Raro</i>	6	90296, 90317, 90318, 90319	<i>Change & Implementation Advisor</i>	<i>New</i>	A6	4	Yes

Te Tai Whenua

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
<i>Planning & Advice, all 4 regions in Te Tai Whenua</i>	5	90330, 90331, 90332, 90333	<i>Lead Advisor - ECE</i>	<i>Existing</i>	A8	4	Yes
Integrated Operations & Insights, all 4 regions in Te Tai Whenua	5	90239, 90240, 90241, 90242	Team Manager, Change & Implementation	New	M2	4	Yes
<i>Integrated Operations & Insights, all 4 regions in Te Tai Whenua</i>	6	90320, 90321, 90322, 90323	<i>Change & Implementation Advisor</i>	<i>New</i>	A6	4	Yes
Integrated Services, Hawke's Bay (Tairāwhiti), Te Tai Whenua	5	90283	Service Manager	Existing	SM CEA	1	Yes

Te Tai Runga

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
<i>Planning & Advice, 2 regions: Nelson/ Marlborough West Coast, and Otago/ Southland</i>	5	90335	<i>Lead Advisor - ECE</i>	<i>Existing</i>	A8	2	Yes
Integrated Operations & Insights, all 4 regions in Te Tai Runga	5	90242, 90239, 90241, 90240	Team Manager, Change & Implementation	New	M2	4	Yes
<i>Integrated Operations & Insights, all 4 regions in Te Tai Runga</i>	6	90324, 90325, 90326, 90329	<i>Change & Implementation Advisor</i>	<i>New</i>	A6	4	Yes
<i>Planning & Advice, all 4 regions in Te Tai Runga</i>	5	90341	<i>Team Manager, Networks</i>	<i>New</i>	M2	1	Yes

Disestablishment of the following positions

All regions

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Hawke's Bay (Tairāwhiti), Te Tai Whenua	401083	Manager, Site & Services	EOI
Tāmaki Makaurau, Te Tai Raro	401079	Performance & Quality Lead	Redeployment Performance & Quality Lead. Sits at tier 5, reporting to Manager, Integrated Operations & Insights
Tāmaki Makaurau, Te Tai Raro	404424	Business Support Manager	EOI
Tāmaki Makaurau, Te Tai Raro	401082	Manager, Systems & Service	Redeployment Performance & Quality Lead. Sits at tier 5, reporting to Manager, Integrated Operations & Insights

Minor changes for the following positions

All regions

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Integrated Operations & Insights teams				
Tāmaki Makaurau, Te Tai Raro	404760, 402880, 402881, 402882	Senior Contracts Advisor	Yes	Change in reporting line to Business Support Manager
Tāmaki Makaurau, Te Tai Raro	402883, 402879	Contract and Licensing Administrator	Yes	Change in reporting line to Business Support Manager
Tāmaki Makaurau, Te Tai Raro	410423	Change & Implementation Lead - South Auckland Social Wellbeing Board	Yes	Position sits at tier 5. Change in reporting line to Manager, Operations & Insights
All regions across the motu	409311, 409312, 409314	Covid Response Coordinator	Yes	Position sits at tier 5. Change in reporting line to Manager, Operations & Insights
Tāmaki Makaurau, Te Tai Raro	409940	Administration Support, Pacific Team	Yes	Change in reporting line to Business Support Manager
All regions across the motu	404841, 401007, 401010, 401091, 404891, 400879,	Performance & Quality Lead (teams reporting to this	Yes	Position sits at tier 5. Change in reporting line to Manager, Operations & Insights

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	401065, 400781, 401111	<i>position to follow their leader)</i>		
Tāmaki Makaurau, Te Tai Raro	402941, 402966	Support Manager		Position sits at tier 5. Change in title to Business Support Manager, reporting line to Manager, Operations & Insights
All regions across the motu	400560, 404519, 400601, 400536, 400983, 400550, 400508, 400574, 400620, 400585	Executive Assistant	Yes	Position sits at tier 5. Change in reporting line to Manager, Operations & Insights, with the exclusion of position ID 400520 which will sit at tier 6, reporting to the Business Support Manager.
All regions across the motu	400566, 400544, 400613, 400547, 400513, 400577, 400521, 404292, 400586	Business Support Manager <i>(teams reporting to this position to follow their leader)</i>	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights
All regions across the motu	401431, 404630, 400782, 400539, 400847, 404654, 400729, 400724, 400702, 406533, 400938, 40885, 400886	Analyst	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
All regions across the motu	406181	Senior Analyst	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights
All regions across the motu	407899, 408135, 407889	Regional Change Plan Coordinator	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights
Canterbury/ Chatham Islands regions only	400891	Lead Advisor (<i>Senior Analyst</i>)	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights
Canterbury/ Chatham Islands regions only	400667	Lead Advisor - CoL	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Operations & Insights
Planning & Advice teams				
All regions except Canterbury/ Chatham Islands, Te Tai Runga	409677, 400749, 401055, 408330	Network Analyst	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions except Canterbury/ Chatham Islands, Te Tai Runga		Network Support	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
All regions except Canterbury/ Chatham Islands, Te Tai Runga	-	Network Administrator	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions except Canterbury/ Chatham Islands, Te Tai Runga	408753, 408333, 409022	Senior Adviser Network, Senior Advisor Network,	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice
Canterbury/ Chatham Islands, Te Tai Runga	409414, 400884, 400889	Network Analyst	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks
Canterbury/ Chatham Islands, Te Tai Runga	409328	Network Administrator	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks
Canterbury/ Chatham Islands, Te Tai Runga	409684	Lead Advisor (networks)	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks
Canterbury/ Chatham Islands, Te Tai Runga	409936	Senior Education Adviser - Early Learning Network	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks
Canterbury/ Chatham Islands, Te Tai Runga	407551	Lead Advisor Whānau Engagement	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Canterbury/ Chatham Islands, Te Tai Runga	407191, 409284, 407367	Lead Advisor Pacific Engagement	Yes	Position sits at tier 6. Change in reporting line to Team Manager, Networks
Te Tai Raro	407182, 407183, 407184	Senior Advisor Pacific Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
Te Tai Raro	407650, 407590	Senior Advisor Whanāu Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions across the motu	407927	Strategic Advisor Regional	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
Bay of Plenty (Waiariki)	408329	Senior Advisor, Senior Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions across the motu	400554, 404451, 404459, 400510, 400532, 400612, 405112, 405113, 400549, 400584, 400619, 400571, 408727, 404497, 400518	Principal Advisor, Principal Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions across the motu	401279, 401584, 402435, 402641, 409469, 400787, 407164, 404491,	Principal Advisor (Secondary Transitions), Principal Adviser (Secondary Transitions)	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	400728, 400924, 405305, 400711, 408545, 400818, 400735, 400902, 400675, 407403, 407953,			
All regions across the motu	409466, 409461, 409462, 409459, 409460	Principal Adviser - Sector Support	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice
All regions across the motu	404916, 405542, 410006, 400533, 407516, 408706, 400622, 400879	Lead Advisor, Lead Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice.
All regions across the motu	408332, 408334, 408328, 405469, 408782, 408331, 408853	Lead Advisor Network	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning & Advice.
All regions across the motu	407513, 407487, 407550, 407562, 407563	Lead Advisor Whānau Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu, excluding	408470, 410265, 408398	Lead Adviser Wellbeing, Lead Wellbeing Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Canterbury/ Chatham Islands				
All regions across the motu, excluding Canterbury/ Chatham Islands	407135, 407444, 407366	Lead Advisor Pacific Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu	407253, 407258, 407254, 407382	Senior Curriculum Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu	400538, 408142, 405286, 400796	Lead Advisor ECE, Lead Education Adviser ECE, Lead Adviser Early Childhood Education	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu	407926	NCEA Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu	410041	NCEA Co-requisite Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
Bay of Plenty region only	400959	ECP Senior Advisor (<i>Network position</i>)	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice.
All regions across the motu	409772, 409735, 409759, 409873	Senior Education Adviser - Early Learning Network	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Tāmaki Makaurau (Central and East)	407927	Strategic Regional Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Planning and Advice
Integrated Services teams				
All regions across the motu	401097, 401099, 401096, 401095, 401094, 404778, 401092, 407609	Service Managers (x8) <i>(teams reporting to this position to follow their leader)</i>	Yes	Transferred from Te Pae Aronui (including with IWS teams). Position sits at tier 5. Change in reporting line to Manager, Integrated Services - geographical team to be confirmed prior to March 2023.
All regions across the motu	401397, 401398, 401399, 401400, 401402, 401403, 401404, 401405, 401849, 401850, 401853, 401854, 401856, 401857, 401858, 402137, 402138, 402139, 402140, 402141, 402142, 402143, 405855, 406920, 406921, 400995, 400996, 400997, 400998, 400999, 401001, 401002,	Service Manager <i>(teams reporting to this position to follow their leader)</i>	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	401003, 401004, 401006, 401008, 405308, 407029, 401012, 401013, 401014, 401015, 401016, 401017, 401084, 401085, 401086, 401088, 407016, 401071, 401072, 401073, 401074, 401075, 401077, 405072, 406990, 406991, 406992, 400753, 400756, 400757, 400759, 400768, 408589, 401066, 401067, 401068, 401069, 400871, 400872, 400873, 400874, 400876, 400877, 400878, 400880, 404673, 405048, 407041, 407042, 407043, 401100, 401101 401102, 401104			

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	401106, 401108 401109, 401110 401112, 404717 404718, 406266 407624			
All regions across the motu	407349, 407350, 407273, 407274, 407275, 407276, 407277, 407278, 407279, 407280, 407281, 407256, 407340, 407336, 407337, 407338, 407332, 407333, 407334, 407269, 407270, 407271, 407272, 408719, 407261, 407344 407342, 407335 407343, 407663, 407255, 407794, 407795	Curriculum Lead, Curriculum Lead Early Learning Focus	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	400634, 401713, 401189, 400695, 400697, 401048,	ECE Advisor, ECE Education Advisor	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	400721, 400733, 400895, 400931 , 400712, 400795			
All regions across the motu	401194, 401276, 401277, 401284, 401579, 401587, 401710, 401717, 402088, 402092, 402437, 402441, 406084, 407102, 400636, 400637, 406342, 400693, 400694, 400696, 400699, 400700, 400701, 400957, 400958, 401050, 401057, 406218, 406536, 400645, 400649, 405398, 400925, 404428, 404817, 409449, 400921, 409798, 400627, 400629, 400630, 400633, 400705, 405503, 400811, 400817,	ECE Senior Advisor, ECE Senior Education Advisor, Senior Education Advisor ECE	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	404500, 404975, 400734, 400736, 400896, 400934, 400941, 404355, 404937, 406123, 400663, 400669, 400673, 400793, 409006, 409465			
All regions across the motu	400839	Senior Adviser ECP Māori Education	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	404371, 405911, 400832, 400836, 400750, 400812 400819, 406116 406317, 408747 409611, 406896, 400799, 406190, 408989	Education Adviser, Education Advisor	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	400788, 401019, 406046, 400922	Lead Education Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401283, 401712, 401580, 401589, 402432, 404574, 405127, 407865,	Senior Education Adviser, Senior Education Advisor	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	409722, 405143, 400742, 407715, 409930, 400835, 400837, 400725, 400920, 406619, 407712, 409627, 404856, 400709, 409364, 400732, 400738, 400899, 400903, 400904, 405287, 409685, 409686, 400665, 400666, 400674, 400717, 400718, 405283			
All regions across the motu	404642, 407525, 407577	Senior Education Advisor - Pacific, Senior Adviser Pacific Education	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	410052, 409770	Senior Education Advisor - Early Learning	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401191, 401577, 400741, 400743, 400783, 400720, 400933	Adviser ECP, Adviser ECP, ECP Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
All regions across the motu	400824, 401188, 401190, 401282, 401581, 401585, 401711, 401715, 402093, 402434, 402438, 402440, 404568, 400827, 400829, 400952, 401049, 401052, 400653, 400846, 400854, 400855, 400856, 405397, 400698, 400744, 400745, 400746, 400748, 400841, 400844, 404359, 400960, 400644, 400719, 400727, 400919, 400815, 400901, 400631, 400632, 400704, 400706, 400707, 404933, 400731, 400900, 400935, 400939, 400940, 400661, 400662, 400658, 400660,	Senior Advisor - ECP, Senior Adviser ECP, ECP Senior Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	400668, 400670, 400672, 400713, 400794, 400797, 400800, 405248			
All regions across the motu	407534, 407535, 407536, 407365, 407686	Senior Advisor Early Learning - Pacific Services, Senior Adviser Early Learning - Pacific Services	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	410484	Advisor, Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	402433, 401583, 400638, 405167, 400747, 408854, 400716	Senior Advisor, Senior Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401275, 401588	Senior Adviser Pasifika	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	402089	Senior Adviser Education - ECE Participation and Quality	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	400826, 400737	Senior Adviser - Māori Medium	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
All regions across the motu	401193, 401278, 401281, 401582, 401586, 401714, 402091, 402436, 402439, 404390, 400822, 400825, 400840, 400842, 400843, 400845, 400643, 400850, 400851, 400722, 405334, 400833, 400953, 400956, 401053, 401054, 400628, 400816 400740, 400937 405658, 400664, 400671, 400714, 400798	Practitioner - SAF	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401192, 401280, 405568, 400715, 404583	Lead Education Adviser, Lead Education Advisor	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	409775	Lead Advisor Education Support	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401590, 401716, 400821	Lead Adviser - CoL	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
(excluding Canterbury/Chatham Islands)				
Otago, Southland, Te Tai Tokerau, Hawke's Bay (Tairāwhiti) and Taranaki, Manawatu regions only	400830, 400852, 400726, 400625, 400708	Lead Adviser, Lead Advisor	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	401578, 401591, 400642, 400786, 404442, 400710, 400942, 400659	Education Adviser - Māori Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	405197	Education Adviser - Student Support	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	405412	Education Advisor - Iwi Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	406193	Lead Advisor - Student Support	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	410405, 409824	Senior Advisor - Attendance and Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
All regions across the motu	400730	Education Adviser Māori	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
All regions across the motu	400758	Youth Court Education Officer	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
Te Tai Runga	408762	EPG Lead - Te Tātoru o Wairau	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
Te Tai Runga	406264	Project Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
Te Tai Runga	406406	Education Adviser Community Partnerships	Yes	Position sits at tier 5. Change in reporting line to Manager, Integrated Services
Te Tai Whenua	410431	Advisor on Deaf Children	Yes	Position sits in Integrated Services
Education Renewal - Te Tai Runga only				
Canterbury/ Chatham Islands, Te Tai Runga	400888	Lead Advisor Joint Venture	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	400890	Senior Education Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Canterbury/ Chatham Islands, Te Tai Runga	409413	Senior Adviser	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	400883	Senior Advisor ECP	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	410358, 407380	Kā Au Kahuraki Joint Venture Insights Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	406735	Engagement Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	406165	Senior Support Officer YMTU	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	406026	Senior Policy Analyst	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	405331	Senior Project Lead Joint Venture	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Canterbury/ Chatham Islands, Te Tai Runga	406058	Evaluation Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	400887	Principal Adviser - Community and Sector Engagement	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal
Canterbury/ Chatham Islands, Te Tai Runga	400893	Technology Advisory Board Lead	Yes	Position sits at tier 5. Change in reporting line to Manager, Education Renewal

He āpitihanga | Appendix

Feedback and responses

Te Tiriti

Themes	Your feedback, suggestions and questions	Our response
Establishing Integrated Services teams that have a specific ‘by Māori for Māori’ focus, rather than a geographical focus	<p>Mixed feedback around creating dedicated Māori (kaimahi) Integrated Services teams.</p> <p>Some positive feedback confirming this would give effect to te Tiriti and would provide greater services to Māori ākonga and their whānau who are in Māori medium and Kaupapa Māori pathways across schools, kura, ECE and kōhanga reo.</p> <p>There is a view that retaining existing Māori capability across integrated teams provides greater opportunity to better serve ākonga Māori, with ~90% of Māori ākonga in English medium schools.</p>	<p>No change to the proposal to establish Integrated Services teams. The new integrated, localised teams are designed to service geographical areas, based on our existing capability and capacity across the motu.</p> <p>Outside of structure, we agree that there is significant value in bringing together our kaimahi Māori staff more regularly to share insights and drive Rautaki Māori at a regional level.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams will be finalised with each Director of Education in the coming weeks, to ensure local teams have the right capability based on regional and local need.</p>
Providing opportunities for Māori to shift into leadership/senior leadership positions	<p>Questions raised about the consideration taken around creating opportunities or developing Māori staff to progress into leadership positions where they can influence the decisions and provide a te ao Māori perspective.</p>	<p>No change to the proposal to establish a structural design across the takiwā.</p>

Themes	Your feedback, suggestions and questions	Our response
Giving effect to te Tiriti	<p>Questions raised around how the changes will give effect to te Tiriti and benefit ākonga Māori.</p> <p>There is some feedback to include Tātai Pou in all roles for accountability and responsibility as it is an existing competency matrix.</p>	<p>Te Tuarongo was established in October 2021 to focus on lifting capability across the Ministry to give practical effect to te Tiriti O Waitangi.</p> <p>As part of this new structure, Pou Ārahi, also established in October 2021, will act to uplift our organisational Māori capability and are positioned in leadership teams across the organisation so they can make the necessary connections. These leadership positions recognise the value of the full range of capabilities, skills and networks that senior Māori staff bring.</p>
Strengthening Māori capability across the region	<p>More Strategic Advisor Māori positions are required to strengthen capability across the region, this could be a Māori Advisor per Integrated Services team.</p>	<p>No change to the proposal to establish a structural design across the takiwā.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. We will work with teams to establish effective ways to work across our new structures over the coming months.</p>

Tier 3: Chief Advisor Portfolio

Themes	Your feedback, suggestions and questions	Our response
No feedback was submitted for the Chief Advisor, Early Learning Portfolio during consultation.		

Tier 3: Tāmaki Makaurau split

Themes	Your feedback, suggestions and questions	Our response
Establishing and operationalising three new regions across Tāmaki Makaurau	<p>Several pieces of feedback and questions highlighted uncertainty of how the three new regions across Tāmaki Makaurau would be operationalised and sought clarity on how these three new regions would operate independently.</p> <p>There was a view that the three new regions would continue to work as one region, suggestions for knowledge specific teams such as Business Support, Regional Analysts, and Contracts and Licensing, to continue servicing all three regions came through as a strong sub-theme. Based on this understanding, there were a number of concerns raised around the duplication of work and increased number of meetings created by having separate teams across each new region.</p> <p>There was also some question as to whether there was a need to reorganise the Tāmaki Makaurau area or if it could keep functioning as it is.</p>	<p>No change to the proposal to establish three new regions across Tāmaki Makaurau that will operate as independent regions.</p> <p>Initially the number of resources will be evenly distributed across all three new Tāmaki Makaurau regions to ensure that there are enough roles to service each region. The new structure is scalable and flexible to receive additional resources over time.</p> <p>The proposed Managers of Integrated Services teams will be leaders who hold capability across the areas of expertise that they lead and will be accountable for leading new, integrated ways of working across our delivery teams. This will enable the right skills to come together at the right time to serve schools and early learning services to reach more ākonga more effectively.</p> <p>As we look to establish three new regions across Tāmaki Makaurau, we are aware that several of our other regions have also become large over time. This came through in the feedback, particularly around the size of our Canterbury/Chatham Islands region. The intent of our new design is that it is scalable, however we do realise that, as our frontline grows, we will need to consider dividing these regions, as we have done now</p>

Themes	Your feedback, suggestions and questions	Our response
		with Tāmaki Makaurau. We will consider next year when the right time and size is to do this.
	A desire to understand how roles will be allocated across the three new regions.	<p>No change to the proposal.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams and the specific geographical boundaries of these will be finalised with each Director of Education in the coming weeks to ensure local teams have the right capability based on regional and local need.</p> <p>The intention is for all role placements and local teams to be confirmed prior to the new structure taking effect on 31 March 2023.</p>
	Strong feedback for each new Tāmaki Makaurau region to have an ECE Lead Advisor to ensure core capability across each region.	<p>Change to the proposal.</p> <p>We agree that additional support is required across our new structure for early learning. Based on feedback received, a decision has been made to establish ECE Lead Advisors in each region across Tāmaki Makaurau. The establishment of at least one ECE Lead Advisor per region will also be extended to apply to all regions across Te Tai Raro, Te Tai Whenua and Te Tai Runga. These Lead Advisors will sit in the Planning & Advice team.</p>

Themes	Your feedback, suggestions and questions	Our response
Understanding how the Performance & Quality function would operate across three new regions	<p>Feedback on the nuancing of the positions that currently sit across the Performance & Quality Team and Systems & Services Team and how these positions will function together in one team under a Performance & Quality Lead in each new region.</p> <p>Strong feedback in favour of the current approach where the PB4L and PIA functions sit in separate teams as well as uncertainty around how these two functions will effectively work together given the different roles and responsibilities they hold.</p>	<p>No change to the proposal.</p> <p>We have decided to have a consistent structure and way of operating across takiwā. The intention of this new structure is to have one delivery model across Te Tai Raro, Te Tai Whenua and Te Tai Runga.</p> <p>This includes having a consistent approach to our Performance & Quality function across the motu. Currently, all regions have a Performance & Quality function that includes both PB4L and PIA positions, except for Tāmaki Makaurau.</p> <p>We have taken this opportunity to align the Performance & Quality function across the three new regions with the rest of the motu.</p>
Dedicating an Integrated Services team to Pacific	<p>Feedback on the nuanced demographic of Tāmaki Makaurau, with the highest number of Pacific ākonga across the motu.</p> <p>Suggestions for a dedicated Pacific Integrated Services team came through based on the current capacity of Pacific-focused roles across Tāmaki Makaurau and with the Te Tai Raro Hautū responsible for the national Pacific portfolio.</p>	<p>There are no changes to the proposed positions that will sit in an Integrated Services team.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams will be finalised with each Director of Education in the coming weeks to ensure local teams have the right capability based on regional and local need.</p>

Themes	Your feedback, suggestions and questions	Our response
		The intention is for all role placements and local teams to be confirmed prior to the new structure taking effect on 31 March 2023.

Tier 3: Other feedback themes

Themes	Your feedback, suggestions and questions	Our response
Understanding the role of Chief Advisor, Learning Support in the learning support network	Positive feedback around the Chief Advisor, Learning Support at tier 3, providing high level influence and leadership for learning support.	No change to the design.
	Some uncertainty around how the Chief Advisor, Learning Support will provide support to Service Managers and their learning support teams.	The Chief Advisor, Learning Support positions were established alongside Te Mahau in 2021.
	Perception that with the removal of the Manager, Learning Support, the Chief Advisor, Learning Support will not provide sufficient support to the day-to-day learning support delivery teams, and the changes water down the learning support leadership for these teams.	Each of our takiwā has a Chief Advisor, Learning Support position at tier 3 who, within their responsibilities, will provide practice leadership and support for supervision systems for our specialist learning support staff. This includes responding to professional practice issues, supporting specialists locally and coordinating internal professional development opportunities.
	Strong feedback on the need for the Chief Advisor, Learning Support to have learning support experience and expertise to provide clinical guidance and practice advice.	Te Pae Aronui is the learning support centre of expertise. It is accountable for our national Learning Support system and practice and has responsibility for improving the measurement of outcomes from psychological interventions and services in learning

Themes	Your feedback, suggestions and questions	Our response
		<p>support and monitoring referral volumes and complexity.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. We will work with teams to establish effective ways to work across our new structures and to establish strong connections to centres of expertise.</p> <p>Our learning support experts will be supported day-to-day by their Service Managers who hold learning support expertise, and by their tier 4 Managers, Integrated Service who lead our new ways of working together. This will enable the right skills to come together at the right time to serve schools and early learning services, to reach more ākonga more effectively.</p>
Supporting change leadership at tier 3	Suggestion to have a tier 3 leader position for Change and Implementation to help facilitate and coordinate the connection points to and from the regions across the Ministry.	<p>No change to the proposal.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. Our Directors of Education will lead this change across our teams and we</p>

Themes	Your feedback, suggestions and questions	Our response
		will work together to identify where additional support may be required.
Responding to the Pou Ārahi position at tier 3	Positive feedback to include the Pou Ārahi at tier 3, with te ao Māori capability recognised at an influential level.	No change to the design. The Pou Ārahi were established alongside Te Mahau in 2021.

Tier 4: Integrated Services team

Themes	Your feedback, suggestions and questions	Our response
Raising concern over learning support changes and the potential impact of these on delivery and outcomes	The disestablishment of Manager, Learning Support will remove critical capability and team support.	No change to the proposal. The proposal recognises that learning support is a critical part of the education system and our support of this. The Government has been clear in its decisions in response to the Tomorrow's Schools Review in 2019 that we, as Te Mahau, must be 'deliberately designed to be more locally responsive, integrated and accessible'. Our new Integrated Services teams are a core part of how we will set ourselves up to deliver this. We will bring together our learning support, curriculum, education and early learning relationships and expertise together where we work with those we serve.

Themes	Your feedback, suggestions and questions	Our response
		The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. We will work with our learning support teams and leaders to support our existing relationships and networks and to strengthen these as we form new ways of working closely together.
	New Manager, Integrated Services will not have the technical skills to support Learning Support teams and are perceived as rebranded Education Managers.	<p>No change to the proposal.</p> <p>Manager, Integrated Services will lead teams of learning support, education, early learning and curriculum experts. They will therefore hold an understanding of the areas, including learning support, that they hold service delivery accountability for. They will be supported and will receive the appropriate training and development to be successful in their positions.</p>
	Current spans of control for Service Managers are high, and perceived negative impact this structure change will have on Service Manager workloads.	<p>No change to the proposal.</p> <p>We note that some Service Managers have more direct reports than others, and some have larger spans of control. We have not made changes to our Service Manager spans of control at this time to minimise change impacts across our teams.</p> <p>The new structure focuses at this time on establishing a strengthened tier 4 leadership structure, in support of our delivery teams.</p>

Themes	Your feedback, suggestions and questions	Our response
		The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. As part of this, we will work with our learning support teams and leaders to support our existing relationships and networks and to strengthen these as we form new ways of working more closely together.
	More learning support staff required at the frontline, not more managers.	No change to the proposal. In anticipation of growing our frontline capability and capacity, it is important that we first establish a workable and sustainable structure that can grow as we grow, and new ways of working that enable us to utilise our skills and capacity to best effect for those we serve. The intention is for this model to be sustainable and scalable as new resources move to the frontline.
	Positivity around the opportunity of aligning learning support with curriculum and education from both learning support experts and wider areas of expertise.	No change to the proposal.
Transferring IWS teams from Te Pae Aronui	Uncertainty around the placement of IWS teams within the regions and the impact this will have on the mahi they deliver.	No change to the proposal. IWS teams will move to the takiwā in line with the intent for our frontline teams to be in Te Mahau – our front porch. These teams will continue to report to their

Themes	Your feedback, suggestions and questions	Our response
		<p>current Service Manager who will be part of our new Integrated Services teams.</p> <p>We recognise the specialist nature of the mahi that our IWS teams undertake. These teams will continue to have access to their IWS centre of expertise in Te Pae Aronui and will have the support of their leaders to do this.</p>
	With IWS moving to the regions, some concerns have been raised about IWS' national presence.	<p>No change to the proposal.</p> <p>We recognise the specialist nature of the mahi that our IWS teams undertake. These teams will continue to have access to their IWS centre of expertise in Te Pae Aronui and will have the support of their leaders to do this. You can read more about the Te Pae Aronui structure in their decisions section.</p>
Understanding placement of roles across local teams and allocation of geographical boundaries	Concern that some of the proposed Integrated Services teams do not have the right capability mix to effectively meet local needs for schools, ākonga and their whānau.	<p>No change to establishing local Integrated Services teams.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams and the specific geographical boundaries of these will be finalised with each Director of Education in the coming weeks to ensure local teams have the right capability based on regional and local need.</p>

Themes	Your feedback, suggestions and questions	Our response
	<p>Suggestions for alternative placement of certain roles within the Integrated Services team:</p> <ul style="list-style-type: none"> • Senior Curriculum Lead - There are few roles across the motu. Feedback has suggested these roles sit in the National Office rather than in the regions. This will allow them to have a stronger national voice and be part of a practice to help guide the delivery to the frontline. • Senior Education Advisor, Early Learning Network - There is only one of these roles across each region. These roles perform regional early learning sector planning and licensing. Feedback suggests these roles would sit better under the Planning & Advice team, sitting alongside the other regional network roles. 	<p>Some change to proposal.</p> <p>Based on the feedback received, our four Senior Curriculum Lead positions will now sit in Planning & Advice.</p>
	<p>Geographical boundaries and allocation of local teams should consider impact on Iwi, schooling and ECE numbers.</p>	<p>No change to establishing local Integrated Services teams.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams and the specific geographical boundaries of these will be finalised with each Director of Education in the coming weeks to ensure local teams have the right capability based on regional and local need.</p>

Themes	Your feedback, suggestions and questions	Our response
Ensuring Manager, Integrated Services people have appropriate levels of experience and support	High level of feedback around the concern for the Manager, Integrated Services to effectively support their team with the expectation to be skilled and experienced in a number of areas.	No change to the proposal. Manager, Integrated Services will lead teams of learning support, education, early learning and curriculum experts. They will therefore hold an understanding of the areas that they hold service delivery accountability for. They will be supported and will receive the appropriate training and development to be successful in their positions.
	Feedback for the Manager, Integrated Services to have an Executive Assistant to help support the coordination and administration across the team.	No change to the proposal.
Providing adequate support and visibility for ECE	Concerns that ECE will not be a priority within the Integrated Services teams, compared to education and learning support. Expressions that ECE is very specialised and the Manager, Integrated Services may not have the expertise to effectively support our ECE frontline staff.	Some changes to the proposal. We recognise the specialist nature of the mahi that our early learning specialists undertake. As practitioners, they will continue to have access to our early learning licensing centre of expertise in Te Pae Aronui and will have the support of their leaders to do this. You can read more about the Te Pae Aronui structure in their decisions section.
	Uncertainty around the wider practice support and connection with Te Pae Aronui to ensure national visibility and voice for Early Learning.	Early learning expertise will sit within our Integrated Services teams as proposed. However, in support of early learning practice we will establish additional ECE

Themes	Your feedback, suggestions and questions	Our response
	Some concern around the potential risk for professional isolation without sufficient practice support and guidance from a regional and national level.	<p>Lead Advisor positions so that each region has this support through the Planning & Advice team.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. As part of this, we will work with our early learning specialists and their leaders to support our existing relationships and networks and to strengthen these as we form new ways of working more closely together.</p> <p>Manager, Integrated Services will lead teams of learning support, education, early learning and curriculum experts. They will therefore hold an understanding of the areas that they hold service delivery accountability for. They will be supported and will receive the appropriate training and development to be successful in their positions.</p>
	ECE has built strong relationships with the sector and have established collaborative ways of working within their practice; there are concerns that integrated teams will disrupt this connectedness.	<p>No change to the proposal.</p> <p>We would like to see these strong relationships with the sector and collaborative ways of working extend beyond each of our individual expertise areas, so that we can share our knowledge, insights and leverage our collective relationships to shift how we serve the sector and ākonga.</p>

Themes	Your feedback, suggestions and questions	Our response
		Our new structure is a deliberate way for us to work more closely together and across our mahi for the benefit of those we serve. We look forward to building on the great examples that we now have of this in practice.
Removing the Manager, Site and Service Delivery in Hawke's Bay, Tairāwhiti, Te Tai Whenua	<p>Some concerns about the removal of the Manager, Site and Service Delivery role. This is a unique position, working in our multi-government agency office to keep a fair, equitable and blended government office which has created a collaborative working environment.</p> <p>Concern that this will be lost with the removal of this position.</p>	<p>No change to the proposal.</p> <p>We will work with our teams to ensure that, as we prepare for and make the transition to our new structures, we continue to preserve the important relationships we hold.</p>

Tier 4: Integrated Operations and Insights team

Themes	Your feedback, suggestions and questions	Our response
Understanding ways of Performance & Quality (P&Q) teams operating in new structure	Increased number of teams and managers that the P&Q team will need to work with, having an impact on the complexity of their mahi.	<p>No change to the proposal.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams. This is a shift from how we work today. As part of this, we will work with our early learning specialists and their leaders to support our existing relationships and networks and</p>

Themes	Your feedback, suggestions and questions	Our response
		to strengthen these as we form new ways of working more closely together.
	PB4L and IY roles are frontline positions and should sit in the Integrated Services teams.	<p>No change to the proposal.</p> <p>PB4L and IY roles will remain in the Performance and Quality team, reporting to their current manager at this time. We have not yet considered further change to these teams, as we sought to minimise disruption to our service delivery where we could. We take this feedback onboard and see value in exploring this next year.</p>
	Clarity on the link between the P&Q team and the Chief Advisor, Learning Support. There are positions within the P&Q team that have a strong learning support background and work closely with our learning support teams.	<p>No change to the proposal.</p> <p>The Chief Advisor, Learning Support role was established as part of the establishment of Te Mahau last year. These roles are intended to provide a critical link between our Te Pae Aronui practice guidance function, and our local practice delivery teams, in the regions.</p> <p>As P&Q teams are accountable for the oversight of regional performance and growing a culture of continuous improvement, quality and capability development, these teams will be a critical component of the learning support network.</p> <p>It is envisaged that the P&Q team will continue to work alongside learning support delivery teams across Integrated Service teams. They will also be well</p>

Themes	Your feedback, suggestions and questions	Our response
		<p>positioned to share these critical insights (as part of their region's Integrated Operations & Insights team) with the takiwā Chief Advisor, Learning Support to ensure that practice development, learning and support reflect the experience and need of our on the ground expertise.</p> <p>Once the structure is established, further work will be undertaken to understand how we will operationalise the learning support network through new ways of working.</p>
Placing Regional Analysts under Integrated Operations & Insights	Feedback suggestion for all Regional Analyst positions to sit in the P&Q team, reporting to the P&Q Lead. These Analyst roles are the connection point from the regions back to the National Office Analysts, feeding through data and insights from the regions to ensure targeted support can go to the right audience.	<p>No change to the proposal.</p> <p>Some of our Analyst positions have a different focus area to those sitting in our P&Q teams. Where alignment makes sense, we will consider it, however at this time we have decided to not make this change.</p>
	Suggestion for the Regional Analysts to have a close connection with the Te Pae Aronui Regional Analysts, to ensure consistency and alignment across Te Mahau.	<p>No change to the proposal.</p> <p>This design brings together takiwā functions that provide operational support and insights into our new Integrated Operations & Insights teams, creating an opportunity for greater collaboration across our Te Mahau groups.</p> <p>It is intended for our Integrated Operations & Insights teams, which Analysts are a part of, to be a primary connection point between our regional teams and the</p>

Themes	Your feedback, suggestions and questions	Our response
		<p>Data & Insights team in Te Pae Aronui. The data and insights that we collect and share to and from our groups will play an important part in influencing the design and delivery of new programmes and services to those we serve.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams and groups. This is a shift from how we work today. As part of this, we will work with our teams to establish clear feedback loops and pathways to establish and strengthen our new ways of working more closely together.</p>
Reporting lines of Executive Assistants (EA)	Some negative feedback around the change in reporting line and tier for the EAs.	<p>No change to the proposal.</p> <p>The structure proposed for the Executive Assistants is commonly used across the Ministry.</p>
	Feedback has suggested that the EAs across each region report to the Hautū EA for consistency of performance management, performance review and professional development.	<p>Executive Assistants – and other positions in a similar situation – will continue to work with the leader/s that they support, each day. The primary change will be that they will report to a different line manager for things like leave, performance and development.</p>
Reporting lines of Business Support Managers (BSM)	The BSM has direct oversight across the region. Feedback suggests that the BSM should remain at tier 4, at the same level as the Manager, Integrated Services.	No change to the proposal.

Themes	Your feedback, suggestions and questions	Our response
	Having the BSM remain as part of the tier 4 leadership team ensures support is provided across all teams. Moving the BSM down a tier creates another layer and results in inefficiencies.	Business Support teams are part of a wider team – Integrated Operations & Insights – that provides a range of functions to support our frontline mahi. The change in reporting line will not change the need for business support teams to work across and support the business.
	It is perceived that the Manager, Integrated Operations & Insights sits more closely with learning support and will provide better assistance to the learning support, education and curriculum functions. Feedback that the Business Support team should not sit under Integrated Operations & Insights.	Under this new structure, Business Support and Performance and Quality functions sit alongside analytics and change to create one team that uses evidence, analysis and intelligence to support a strong, coordinated frontline team.

Tier 4: Planning & Advice team

Themes	Your feedback, suggestions and questions	Our response
Aligning roles and functions under Planning & Advice (and Integrated Operations & Insights)	<p>Mixed feedback around the placement of roles under the Planning & Advice team.</p> <p>Uncertainty around the grouping of roles under Planning & Advice, and how these roles will work together. Feedback suggests that roles have been grouped together without a deep understanding of what these roles do, and how they work together with other roles across the region.</p> <p>Suggestions for alternative placement of certain roles within the Planning & Advice team:</p> <ul style="list-style-type: none"> Principal Advisors – Feedback highlighted concerns that the Principal Advisors would be moving to tier 5 and they will now need to work through the Manager, Planning & Advice role. Lead Advisor Wellbeing – Some of these roles currently report to a PQL and would better sit under Integrated Operations & Insights. This role integrates the counsellors in schools programme across the region and provides insights to Te Pae Aronui around programme set-up based on regional experience. PAST and Lead Advisors – Important for these roles to sit close to the insights function to help inform the strategic advice they perform. Suggestion for these roles to sit under Integrated Operations & Insights. 	<p>No change to the proposal.</p> <p>The purpose of the Planning & Advice team is to bring together the capability required to support and enable regions to strategically think and plan as well as do. This team is focused on thought leadership, regional-level advice and planning activities.</p> <p>We acknowledge the concerns raised but we consider that the confirmed team structure will support the professional expertise of specialists across our Integrated Services teams, enabling them to more strongly focus on the needs of ākonga, whānau and the sector through additional planning and strategic advice with the creation of this new Planning & Advice team.</p> <p>We have considered a number of alignment options and have made our decisions based on the intended purpose of our new teams.</p> <p>The purpose of the Planning & Advice team is to bring together the capability required to support and enable regions to strategically think and plan, as well as do. This team is focused on thought leadership, some regional-level advice, and planning activities.</p> <p>The purpose of the Integrated Operations & Insights team is to bring together the capability that supports</p>

Themes	Your feedback, suggestions and questions	Our response
	<ul style="list-style-type: none"> NCEA roles – The nature of these roles does not align with the planning and advice functions sitting under Planning & Advice. Feedback for these roles to sit close to the Change & Implementation team, under Integrated Operations & Insights, as they will need to work closely with this team to facilitate the implementation of any future NCEA programmes. Curriculum Lead – Suggestion for these lead roles to sit under the Planning & Advice team as it is focused on strategic planning and advice on curriculum. 	<p>and enables our Integrated Service teams who are focused on delivering service to the sector and ākonga. This includes business support, P&Q, analysis and insights, supporting expertise networks with centres of expertise and supporting service change and implementation.</p>
	<p>Desire to group the insights function with planning and advice; some confusion around the proposal to separate these functions.</p>	<p>No change to the proposal.</p> <p>We considered this option. The decision for insights to sit closely with analysis and change and implementation</p>

Themes	Your feedback, suggestions and questions	Our response
		functions (under Integrated Operations & Insights) is to ensure feedback and insights from the sector are fed through from frontline staff to a centralised point. The insights function will work closely with the Planning & Advice team to share insights in support of thought leadership, planning and advice across the region.
Establishing a Planning & Advice team	Some positive feedback around establishing a team that is focused on strategic planning and advice for the regions.	No change to the proposal.
	Suggestion to add an Internal Relationship Management function to include ministerials as a critical government function.	No change to the proposal. Where regional input is required, we would see our Planning & Advice team supporting this where appropriate, alongside Directors of Education, their leadership teams and the Office of the Hautū, for example.
	Missing strategic focus for learning support in the Planning & Advice team.	No change to the proposal. The strategic focus across our learning support system is held by Te Pae Aronui, as the national portfolio lead. Our Chief Advisor, Learning Support positions at tier 3 hold strategic accountability to work across our learning support practice with Te Pae Aronui to ensure that our system and national practice is informed by and serves our local delivery practice.

Themes	Your feedback, suggestions and questions	Our response
	<p>Uncertainty of the purpose of the Manager, Planning & Advice.</p> <p>Suggestion to merge the Planning & Advice and Integrated Operations & Insights teams, with some sub-teams such as:</p> <ul style="list-style-type: none"> • Data, Insights & Advice • Business Support, Operations & Planning • Change & Implementation <p>Based on feedback to merge the two teams, the suggestion is to remove the Manager, Planning & Advice role.</p>	<p>No change to the proposal.</p> <p>We have considered a number of alignment options and have made our decisions based on the intended purpose of our new teams.</p> <p>The purpose of the Planning & Advice team is to bring together the capability required to support and enable regions to strategically think and plan as well as do. This team is focused on thought leadership, some regional-level advice and planning activities.</p> <p>The purpose of the Integrated Operations & Insights team is to bring together the capability that supports and enables our Integrated Service teams who are focused on delivering service to the sector and ākonga. This includes business support, P&Q, analysis and insights, supporting expertise networks with centres of expertise and supporting service change and implementation.</p>

Tier 5: Change & Implementation team

Themes	Your feedback, suggestions and questions	Our response
Establishing a new Change & Implementation function	Positive feedback that supports the establishment of this new function.	No change to the proposal.

Themes	Your feedback, suggestions and questions	Our response
	Clarity on the roles that will sit under the Team Manager, Change & Implementation position.	Some change to the proposal. We believe that it is necessary, informed by your feedback, to establish some capacity in these new teams sooner rather than later. You will see that we have established an Advisor in each of our new regional Change and Implementation teams.
	Concern that the Change & implementation team is light in terms of infrastructure to support implementation. The current capability in surrounding teams, such as Business Support, are administration-focused and do not have change and implementation capability. More resources are needed to successfully service this function for the regions and the wider Ministry.	We expect to grow this capability and capacity over time, so that we support connectivity across our teams, and to work closely with Te Pae Aronui around the planning, design and delivery of services, in a sequenced way, to the sector.
Clarifying the connection points across Te Mahau	Clarity requested on the key connection points for Change & Implementation across Te Mahau and the wider Ministry.	No change to the proposal. The Change & Implementation team will have a number of connection points. They will work closely with the new Change Management and Implementation function centred in Te Pae Aronui to inform planning, design and delivery of services, in a sequenced way, to the sector. They will also facilitate our local expertise to initially establish their networks and to connect with their centres of expertise. Examples of these networks include learning support, early learning, curriculum and education.

Other feedback themes

Themes	Your feedback, suggestions and questions	Our response
Understanding where I sit in the organisation chart	Teams across the takiwā want to be able to identify themselves in the org charts and have visibility of where they fit into the overall structure.	<p>No change to the proposal.</p> <p>Based on feedback, organisation charts have been updated to show tier 5 positions that have a team sitting under them.</p> <p>Teams will follow their leader in the new structure, i.e., they will move, along with their leader who is shown on the organisation chart.</p>
	Request for anticipated roles coming into the regions to be shown on the org charts.	<p>No change to the proposal.</p> <p>The organisation charts reflect the agreed new structure and existing roles.</p>
Preserving strong relationships with the sector and community	<p>There has been a significant amount of time and effort invested into building strong relationships with schools, kura, kōhanga reo, early learning centres and their communities.</p> <p>Concerns that this change will impact and disrupt the close relationships that currently exist.</p>	<p>No change to the proposal.</p> <p>We would like to see these strong relationships with the sector and collaborative ways of working extend beyond each of our individual expertise areas, so that we can share our knowledge, insights and leverage our collective relationships to shift how we serve the sector and ākonga.</p>

Themes	Your feedback, suggestions and questions	Our response
Establishing new ways of working to ensure this change is successful	Acknowledgement that there are some teams who are currently working in an integrated way. Positive feedback around the structure enhancing the connectedness and integration across Te Mahau takiwā, and the wider Ministry.	Our new structure is a deliberate way for us to work more closely together and across our mahi for the benefit of those we serve. We look forward to building on the great examples that we now have of this in practice.
	Feedback around how the new tier 4 leadership will work together and make decisions across their teams to ensure there is integration.	<p>No change to the proposal.</p> <p>The new structure and our capability and expertise across this will be successful through deliberate, horizontal ways of working across our new teams and groups. This is a shift from how we work today.</p> <p>Like each of us, our new leadership teams will need to work closely with the Directors of Education to establish a set of practices and ways of working that drive and support – across our teams – more integrated ways of working across our areas of expertise.</p>
	Understanding key connection points across Te Mahau and back to the Centre.	<p>No change to the proposal.</p> <p>There will be a number of critical connection points across our new group designs. We have worked with our colleagues in other groups to ensure that there are clear points of connection across our designs. We will work together as teams on how we operationalise our new designs in the coming weeks and months.</p>

Themes	Your feedback, suggestions and questions	Our response
	Clarity on how functions such as analysis and insights will work across the regions and how this will be operationalised.	<p>No change to the proposal.</p> <p>The structure shows insights grouped under Integrated Operations & Insights, alongside the Analysis and Change & Implementation functions. These teams will work closely together across our regions, ensuring feedback and insights from our delivery teams and the sector are fed through from the frontline to Te Pae Aronui's Data & Insights function. You can also read more about how this design is intended to work in the Te Pae Aronui section of the Ng1 Wakataunga Decisions Document.</p> <p>The insights and analysis function will also work closely with the Planning & Advice team to provide key insights and data to support the planning and advice across the region.</p>
Understanding external stakeholder feedback and voice around the changes	Desire to understand how these changes will be measured and whether feedback will be sought from the sector and Iwi.	<p>No change to the proposal.</p> <p>As the front porch of our whare, we will continue to engage with our stakeholders on the mahi we need to keep them informed about.</p> <p>The change consultation and decisions we are sharing with you now relate to how we set ourselves up to deliver our work. This is where we engage with and consult with you.</p>
	Consideration for change fatigue in the sector and how these changes will be received.	

Themes	Your feedback, suggestions and questions	Our response
		We will then continue to engage with the sector, Iwi and others on how we work together (enabled by our new structure).
	Desire to understand how these changes respond to the sector's voice and request for more field staff.	<p>No change to the proposal.</p> <p>The Government has been clear in its decisions in response to the Tomorrow's Schools Review in 2019 that we, as Te Mahau, must be 'deliberately designed to be more locally responsive, integrated and accessible'.</p> <p>The review recommendations and the decisions taken by the Government were informed by significant nation-wide consultation.</p> <p>Our new Integrated Services teams are a core part of how we will set ourselves up to deliver this. Specifically, we will bring together our learning support, curriculum, education and early learning relationships and expertise together, where we work with those we serve.</p> <p>Over time, we expect additional resources to come to our frontline, in support of those we serve.</p>
Aligning naming conventions for teams across Te Mahau takiwā, Te Pae Aronui and Te Poutāhu	There are a number of similar teams across Te Mahau. Aligning the names of these teams will provide better	No change to the proposal.

Themes	Your feedback, suggestions and questions	Our response
	clarity around connection and integration points across all of Te Mahau.	
Raising concern around a proposed 'top heavy' management structure in place of additional frontline staff	The design is focused on adding in a number of 'manager' roles over delivery roles and uncertainty around how this benefits the sector and ākonga.	No change to the proposal. Across the takiwā there are no new tiers of leadership. In anticipation of a growing frontline, it is important that we first establish a workable and sustainable structure that can grow as we grow, and new ways of working that enable us to utilise our skills and capacity to best effect for those we serve.
	The need to establish large numbers of new tier 4 leadership positions instead of directing resource establishment to frontline roles.	
	A view that the existing leadership structure – with new ways of working – could provide a similar outcome at a lower cost.	The intention is for this model to be sustainable and scalable as new resources move to the frontline.
Building cultural capability and competency	Suggestion to create a Māori & Pacific Education Integrated Team. This team would be deliberate, focused, and provide a greater opportunity towards achieving the shifts stated in Ka Hikitia - Ka Hāpaitia and the Action Plan for Pacific Education.	No change to the proposal. We understand the importance of having te ao Māori and Pacific capability across each region to service Māori and Pacific ākonga and whānau effectively, and we will look to build this over time. It is important for us to establish a sustainable structure that will support us to do this.

Themes	Your feedback, suggestions and questions	Our response
		<p>To build te ao Māori capability, this change sees our Strategic Advisors Māori and our local Integrated Service teams working closely together to strengthen the relationships we hold with Iwi and hapū.</p> <p>Organising ourselves locally will help us target the support and services we provide, to allow us to better support education success for Māori ākonga.</p>
	<p>Creating a culturally safe space to ensure that all people, including Māori and Pacific kaimahi, want to join the Ministry and provide better education outcomes for our ākonga.</p> <p>Kaimahi Māori and Pacific bring a different perspective and skills that may not be truly valued in a Western world. These skills can be overlooked and undervalued as they are not built into the system or processes. There is an opportunity to consider how these skills and views are recognised to provide invaluable insights to the mahi we do.</p>	<p>No change to the proposal.</p> <p>New ways of working will be essential, alongside any new structures to support the shifts we are seeking to make.</p> <p>We will continue to work with you and your teams to ensure we build culturally safe and competent ways of working across the motu. As we work through our local Integrated Services teams, we will seek to ensure we consider the cultural nuances and needs for each region, locally.</p>
	<p>Suggestion for dedicated resource to lead the Pacific mahi in Bay of Plenty (Waiariki) and Taranaki, Whanganui, Manawatū.</p>	<p>No change to the proposal.</p> <p>We will continue to work with you and your teams to ensure we build culturally safe and competent ways of working across the motu. As we work through our local</p>

Themes	Your feedback, suggestions and questions	Our response
	This work is currently being done on top of other primary responsibilities and is having an impact on the quality of service being delivered for our Pacific ākonga and communities.	Integrated Services teams, we will seek to ensure we consider the cultural nuances and needs for each region, locally.
Aligning Network Analysts	<p>The proposal has further confused and diluted the Network function by splitting roles across the planning, advice and/or the insights functions.</p> <p>Where the staff have 'network' in their title, they are intended to go into the Planning and Advice functions. Where staff do not have 'network' in their title, they are intended to go into the insights function.</p> <p>Suggestion to allow those affected to self-identify with the group they affiliate more closely with and position descriptions are updated accordingly.</p>	<p>No change to the proposal.</p> <p>Network positions sit in Planning & Advice.</p>
Establishing an additional Otago, Southland Integrated Services team	<p>Suggestion to reconfigure Otago, Southland region from three integration teams:</p> <ol style="list-style-type: none"> 1. Central Otago, South Otago, South Dunedin 2. Dunedin City, North Otago 3. Southland <p>to four integration teams:</p> <ol style="list-style-type: none"> 1. Central Otago (based in Cromwell) 2. Dunedin City, South Otago (based in Dunedin) 3. Dunedin North, North Otago (based in Dunedin) 	<p>Some change to the proposal.</p> <p>A further Integrated Services team will be established in this region upon consideration. There will now be four teams servicing the Otago, Southland region.</p>

Themes	Your feedback, suggestions and questions	Our response
	<p>4. Southland (based in Invercargill)</p> <p>This would significantly cut down on travel of up to eight hours from those based in Dunedin and servicing places like Queenstown, Wanaka, Makarora or Glenorchy.</p>	
Establishing an additional Tai Tokerau Integrated Services team	<p>Suggestion for a fourth integration team to provide:</p> <ul style="list-style-type: none"> • Local voice • Knowledge of need • Integration and collaboration across internal/external services • Responsiveness <p>One additional Manager, Integrated Services position.</p>	<p>No change to the proposal.</p> <p>This was considered and an additional Integrated Services team will not be established at this time.</p>
Establishing Tāmaki Makaurau South	<p>The demographics for the south area is highly multicultural, with more than 50% of students identifying as Māori; a suggestion for an Education Advisor Māori Engagement given the higher number of Māori.</p>	<p>No change to the proposal.</p> <p>Many of our new local areas will need to consider the ākonga population that they serve.</p> <p>In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams and the specific geographical boundaries of these will be finalised with each Director of Education in the coming weeks to ensure local teams have the right capability based on regional and local need.</p>

Themes	Your feedback, suggestions and questions	Our response
	<p>Suggestion to reposition the Principal Advisor to a Director role and report to the Direction of Education.</p> <p>This will allow the direct-access working partnership with the Director of Education, rather than being facilitated through the Manager of the Principal Advisor.</p>	No change to the proposal.
Naming conventions	<p>To make things simpler for the sector and others to navigate Te Mahau, a suggestion to remove the word 'Integration'.</p> <p>Rename: Manager Integrated Service to Regional Group Manager - Service Delivery</p> <p>Rename: Manager Integrated Operations to Regional Group Manager - Operations</p>	No change to the proposal.
Establishing Te Topu Tāmaki Makaurau	Suggestion that the 'third area' has a Director who can lead a team focused on kaupapa Māori/Māori medium.	No change to the proposal.
	Suggest that each of the areas has a Manager Integrated Services who leads a team that is dedicated to kaupapa Māori/Māori medium or a Te Rōpū Ratonga Māori.	Many of our new local areas will need to consider the ākonga population that they serve. We will need to work through how we do this in a way that balances our existing capability and capacity with the needs of those we serve.
	Suggestion that the number of roles specifically designated to support ākonga and their whānau increase to match the roles designated for Pacific learners.	In response to feedback through consultation, the specific alignment of our existing capability and capacity into the new Integrated Services teams and the specific geographical boundaries of these will be finalised with each Director of Education in the coming weeks to

Themes	Your feedback, suggestions and questions	Our response
		ensure local teams have the right capability based on regional and local need.
Supporting Curriculum Leads	<p>Curriculum Leads have established a positive way to partner with Te Poutāhu curriculum teams. With the proposal to locate these roles with Integrated Services instead of the proposed Operations and Insights function may disrupt this way of working.</p> <p>Alternative suggestion to locate Senior Curriculum Leads in the Curriculum Centre in Te Poutāhu.</p> <p>Suggestion to allow this established way of working to continue if the proposal goes ahead.</p>	<p>Some changes to the proposal.</p> <p>We would like to see these strong networks and collaborative ways of working extend beyond each of our individual expertise areas to shift how we serve the sector and ākonga.</p> <p>Our new structure is a deliberate way for us to work more closely together and across our mahi for the benefit of those we serve. We look forward to building on the great examples that we now have of this in practice.</p> <p>Our four (4) existing Senior Curriculum Lead positions located across our Tāmaki Makaurau, Waikato, Wellington and Canterbury regions will move from the Integrated Services teams into the new Planning and Advice teams. We agree that these positions work across our regions and support the curriculum advisory network across the takiwā.</p>