



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

# **Ngā Whakataunga o Te Pae Aronui | Te Pae Aronui Decisions**

November 2022

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# He kupu nā te Hautū | Message from the Hautū

*Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei*

Kia ora e te whānau

Kia tīmata ēnei kupu mā te mihi ki ngā tāngata o Te Pae Aronui i tā koutou whai wāhi mai ki ngā tāpaetanga kia whakamāmā, kia whakairo anō hoki te hanganga o tā tātou rōpū.

Ko ngā panonitanga i tāpaetia mō Te Pae Aronui ngā panonitanga whārahi katoa i ngā rōpū katoa i Te Tāhuhu. I mōhio kē ahau ka pēnei te tīma manawa tītī nei, i tūpore mai koutou: E 599 ngā tono i tukua mai e ngā tāngata o Te Pae Aronui, tae ana ki ngā pātai me ngā kōrero whakahoki.

I ngā wiki e toru nei, i whai wā ētahi o koutou ki te noho tahi mai ki ahau me te pātai i ngā pātai rētō, te wero mai hoki i ahau e pā ana ki ngā taipitopito o te hanganga kua tāpaetia mō Te Pae Aronui.

I whai hua ēnei whāngaitanga katoa. I raro iho nei, ka kitea kua rawekehia ngā tāpaetanga mō Te Pae Aronui hei urupare ki ētahi o ō koutou whakaaro. Waihoki, ka whāngai te nuinga o ā koutou kōrero whakahoki i ngā mahi whakahirahira katoa e tū mai nei, i a tātou ka mahi tahi i roto i ngā marama nei ki te whakatau i te āhua o tā tātou mahi tahi i Te Pae Aronui, ā, puta noa i Te Mahau.

I te tīmatanga, i Ōketopa o tērā tau, ko Te Pae Aronui tātou - he rōpū hou i hangaia i ngā rōpū motuhake e toru. He mahi nui tā tātou, i tā tātou noho hei ringa whakahaere, pāhekoheko anō hoki i Te Tāhuhu, ā, hei rōpū kotahi o roto mai i ngā rōpū e rima o Te Mahau. I whai mātou i tētahi hanganga e hāngai ana ki te pūtaketanga.

I noho tūāpapa ki te tāpaetanga tētahi tauira i hangaia e ai ki ō tātou tūranga - ka mahi tahi ngā tīma katoa, ka whakawhirinaki hoki tētahi ki tētahi hei whakakapi i ō rātou tūranga. Koinei te rautaki pai katoa mō tētahi rōpū mahi nunui pēnei i tā tātou, waihoki hei whakaū i te ānga o te manaritetanga puta noa i Te Pae Aronui.

Ko tētahi o ngā panonitanga matua ka kitea i konei ka whakapakari i taua ānga. He nui te hunga i kī mai i te hātepe whiriwhiri he nui rawa te tīma [Tukutanga] e tutuki pai ai i a ia āna mahi. Kua rongo ahau i ētahi kōrero whakahoki, me te aha, ko tāku i whakatau ai kia hauruatia ngā rōpū [Tukutanga]. Ko tētahi haurua ka aro ki te whakapakaritanga o te pūnaha whānui, ā, ko tērā atu haurua ka aro ki ngā tāngata o roto.

E whakapono ana ahau mā konei e ngāwari ake ai ngā mahi tuku, e nui ake ai hoki te aronga ki ngā hua mā te hunga tokorepa. Ka whai wāhi hoki ko tētahi tīma ka aro pū ki ngā ākonga nō Te Moananui-a-Kiwa.

Ko ētahi atu panonitanga ka kitea ko te haukaha i ngā kupu ārahi me ngā kupu āwhina e pā ana ki Te Kahu Toi me ngā matatautanga i ngā Whare Ako Kōhungahunga, me ētahi anō tautoko hei whakawhanake i ētahi angamahi ka aro nei ki ngā raraunga Māori.

E taea ana hoki te tō mai ētahi anō tautoko ā-whakahaere e rere pai ai ngā mahi a ngā tīma nui.

Ka rerekē te pāngia o koutou e ēnei whakatau. Kia tōai ahau i te kōrero, mā mātou koe e tautoko mēnā e hiahia mai ana koutou. Kia mātua kōrero koe ki tō kaiwhakahaere, māna, me toro ki te EAP me ētahi atu momo tautoko a Te Tāhuhu. Mō ētahi o koutou, ka taea te nanao atu ki ētahi tūranga hou, ā, ka tīmata tērā hātepe i tēnei rangi nei. He whānui ngā pūkenga me ngā wheako i waenganui i a tātou, kia kaha te whai wāhi mai mēnā e taea ana.

Kia mōhio mai hoki, kei te mōhio ahau kāore e hapakore te hanganga i tauākītia i te rā nei. Nō hea rawa e pērā. I roto i ngā marama e tū mai nei ka āta rawekehia, ā, ka mahi tahi tātou kia tika ai.

He rite tonu taku kī atu, ehara i te mea mā te hanganga e puta ai te manaritetanga, e tutuki ai rānei ngā whāinga i te rautaki a Te Pae Aronui. Heoi anō, mā konei e taea ai. Ko ngā panonitanga pae-tawhiti, i te wāhi ki te whai hua a ngā ākonga me ngā whānau, ka puta i te āhua o ā tātou mahi, i te āhua o tā tātou noho, me ngā whanonga.

He wāhi tō te katoa ki te whakawhanake i tā tātou anga mahi me ngā āhua mahi i ngā marama me ngā tau e tū mai nei.

*Nā tō rourou, nā taku rourou, ka ora ai te iwi*

Sean Teddy  
Hautū, Te Pae Aronui

*Whāia te iti kahurangi, ki te tuohu koe, me he maunga teitei*  
*Seek the treasure that you value most dearly, if you bow your head, let it be to a lofty mountain.*

Kia ora e te whānau

I want to start this message by thanking Te Pae Aronui people for your engagement with the proposals to simplify and reshape the structure of our group.

The changes proposed for Te Pae Aronui were the most extensive of all the groups in Te Tāhuhu. And, as I would always have expected from such a dedicated team, you responded in kind: Te Pae Aronui people provided 599 submissions, including questions and feedback.

Over the last three weeks many of you have also taken the opportunity to spend time with me asking in depth questions and challenging me about the detail of the structure proposed for Te Pae Aronui.

All these contributions have made a difference. Below, you'll see the proposals for Te Pae Aronui have changed in response to some of your ideas. In other ways, much of your feedback will inform the most important work to come, as we work together over the coming months on how we work together in Te Pae Aronui and across Te Mahau.

We started as Te Pae Aronui in October last year – a new group formed from three distinct teams. We have a big job, as the operations and integration arm of Te Tāhuhu, and one of the five groups that makes up Te Mahau. We needed a purpose-built structure to match.

Fundamental to the proposal was a model designed around our functions – where each team works with, and relies on, the other to deliver their role. This offers the best approach for a large operational group like ours, and for enabling a drive for equity across all the teams in Te Pae Aronui.

One of the key changes you'll see here will strengthen that drive. Several people told us through the consultation process that the Delivery team was too big to do justice to the work required of it. I've heard that feedback and have decided to divide the Delivery function in two, with one half focused on strengthening the overall system, and the other focused on the people in it.

I believe this makes the work involved in delivery more manageable, while allowing a stronger focus on delivering for those who are currently underserved. This includes a specific team focused on Pacific ākonga.

Other changes you'll see include bolstering guidance and advice around Te Kahu Tōi and expertise in Early Learning, and additional support to develop frameworks for dealing with Māori data.

There is also more scope for more administrative support for the smooth functioning of some of our large teams.

These decisions will impact you all differently. I want to stress we are here to support you if you need it. Your manager is the best person to reach out to first, or you can always access EAP and other support on Te Tāhuhu. For some of you, there are opportunities to express interest in new roles and that process starts today. There is huge skill and experience among our people and I really want to encourage you to think about getting involved if you can.

I also want to acknowledge that the new structure announced today will not be perfect. It could never be. Over the coming months we'll fine tune it and work together to get it right.

As I've said many times, structure doesn't create equity, or in fact any of the goals in our Te Pae Aronui strategy. But it should be an enabler of them. The real long-term change in how we deliver for ākonga and whānau will come out of the way we work, our culture and behaviours.

We will all have a stake in developing our operating model and ways of working over the next few months and years.

*Nā to rourou, nā taku rourou, ka ora ai te iwi*  
*With your food basket and my food basket, the people will thrive*

Sean Teddy  
Hautū, Te Pae Aronui

# Te Tirohanga Whānui o Te Pae Aronui | Te Pae Aronui Overview

## Why we are changing

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

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

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

**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 Pae Aronui

The following is a summary of high-level themes I heard on the proposed design of Te Pae Aronui. Feedback specific to decisions made can be found in the relevant decision sections that follow.

### Te Tiriti and equity

We received feedback on the consideration of te Tiriti and equity in the proposed designs. Some feedback concerned a diminishing number of Māori and Pacific staff in leadership positions and the demotion of the teams they lead, as well as the relative position of the Equity team within Delivery. There were also submissions supporting proposed new positions and teams that are focused on meeting te Tiriti obligations and addressing equity along with suggestions on how the design could be strengthened so that these were set up for success.

Other feedback raised a lack of visibility of equity in the design and how it would support the capability and understanding of te ao Māori throughout Te Pae Aronui, to enable the practical actions needed to give effect to te Tiriti. Suggestions included making sure Tātai Pou is evident in all role expectations for accountability and responsibility.

### Variance in capacity and capability of functions and teams

I heard feedback that raised concerns about the sizing, capability gaps and the capacity and resourcing of functions and teams to deliver on their proposed responsibilities. A consistent focus of submissions identified the lack of business support to help large functions operate more efficiently. It was also suggested that I change the Chief Advisor roles within each function to Principal Advisor roles to provide more generalist advice in particular groups.

Submissions presented concerns about the ability to continue delivery of work programmes with the proposed split of teams due to high numbers of direct reports, particularly within Data and Insights. Other submissions suggested the scope for some roles and teams, such as the Poumatua Raraunga and Te Ranga Taunaki, were too large for an individual or did not have the right capability to deliver.

### The Delivery function is too large and broad to deliver

Feedback suggested the size of the proposed Delivery function would be too large and the scope would be too broad to position this function to deliver on intended outcomes and support leaders and staff within the group. Some submissions suggested elevating the Equity function to help Te Pae Aronui deliver on shifts, with the remainder of the Delivery function focused on sector resourcing.

Other feedback on the Delivery function included the perceived lack of relationship management capability within this group and a possible crossover of functions for Change Management and Implementation and Delivery.

### Functional structure may fragment knowledge

Feedback raised concern that the impact of the proposed design could fragment particular functions within Te Pae Aronui. Specifically, it was suggested that the proposed design could dilute the focus and expertise of some sector focused teams, such as those dealing with ECE and schooling - by spreading their work across too many functional groups. With regard to schooling, submissions also raised the absence of the full list of functions for schooling support in the proposed design.

Some submissions were concerned about the impact of disbanding Parent Information and Community Intelligence (PICl), a drop in tier of Māori and Pacific focused roles and a concern that the proposed structure would not enable delivery of key outcomes.

Submissions also raised concerns about how the National Learning Support function would work with the regional learning support staff, including those proposed to be relocated there. In addition, feedback raised concerns about the watering down of institutional knowledge, the creation of silos, reduced ability to respond to needs at the front line and a one size fits all approach.

Feedback also highlighted the need to protect the fidelity of Te Kahu Tōi.

### Placement of particular teams

Issues were raised about the location of a number of teams within the structure, with several suggestions for alternative arrangements. These included moving the Network Schooling team and the Provider Assurance group to Regulatory; positioning the Office of the Hautū Programme Director in the Design team; bringing together ECE focused teams within a stand-alone ECE function; and moving a number of teams out of the Data and Insights function.

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

## Our design going forward

The design and decisions for Te Pae Aronui are intended to change the way we work and contribute to the four key shifts for Te Tāhuhu, furthering Te Pae Aronui as the place where everything Te Tāhuhu does for ākonga and whānau can come together.

While we'll be building on strong foundations, we must also make changes so Te Pae Aronui can enable Te Mahau to deliver the services and support that ākonga and whānau, educators, the public and government expect and deserve.

### Organising ourselves to deliver on our purpose

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

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

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

- A new, centralised Data and Insights function provides information/data, along with new capability to work more closely alongside Te Mahau takiwā and Te Poutāhū, and our wider Te Tāhuhu groups. This will allow the flow of regional and community voices and insights into and across our business.
- A new Sector Change and Implementation function provides clear connections, prioritisation and line of sight to coordinate, implement and embed new initiatives from Te Pae Aronui, Te Mahau, and Te Tāhuhu out to the sector.
- A new Design function brings together and significantly builds on our community connections, service design and operational policy capability, to put people at the heart of what we do.
- A new System Delivery function centralises our capabilities to deliver supports and services that enable the education system.
- A new Ākonga and Community Delivery function delivers initiatives and programmes that seek to support and improve educational outcomes for ākonga and whānau.

- A new Networks and Regulation function brings together capability to navigate legislative requirements to deliver a dual focus on modern regulation and strategic network planning that shapes the provision of education.
- A new Learning Support function focuses on central practice support for Learning Support delivery staff. Locally based learning support delivery teams will report to Te Mahau takiwā as part of integrated local delivery teams across the motu.
- A new Office of the Hautū function supports the Hautū and Te Pae Aronui with executive services and the management of programmes and investments.

To support the establishment of these new functions within Te Pae Aronui and the ability for teams to be well supported to deliver to expectations, I have taken the opportunity to address high numbers of direct reports, by introducing new team manager roles in some instances. I intend to work with Te Pae Aronui people on the right split for individual roles during the upcoming transition phase. The timing and approach for this work is covered in the [What happens next](#) section below.

### **Underpinned by new ways of working**

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

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

While further non-structural changes on how we work together will take place over time, I have considered how Te Pae Aronui can best give effect to the four shifts in the structural decisions I have made. Reference to the four shifts can be found in the descriptions of decisions I have made and are summarised below.

### **Taking practical action to give effect to te Tiriti o Waitangi**

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

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

### **Driving a focus on improving equity**

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

### **Giving priority to regional and local voice**

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

### **Delivering greater responsiveness, accessibility and integrated services and supports**

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

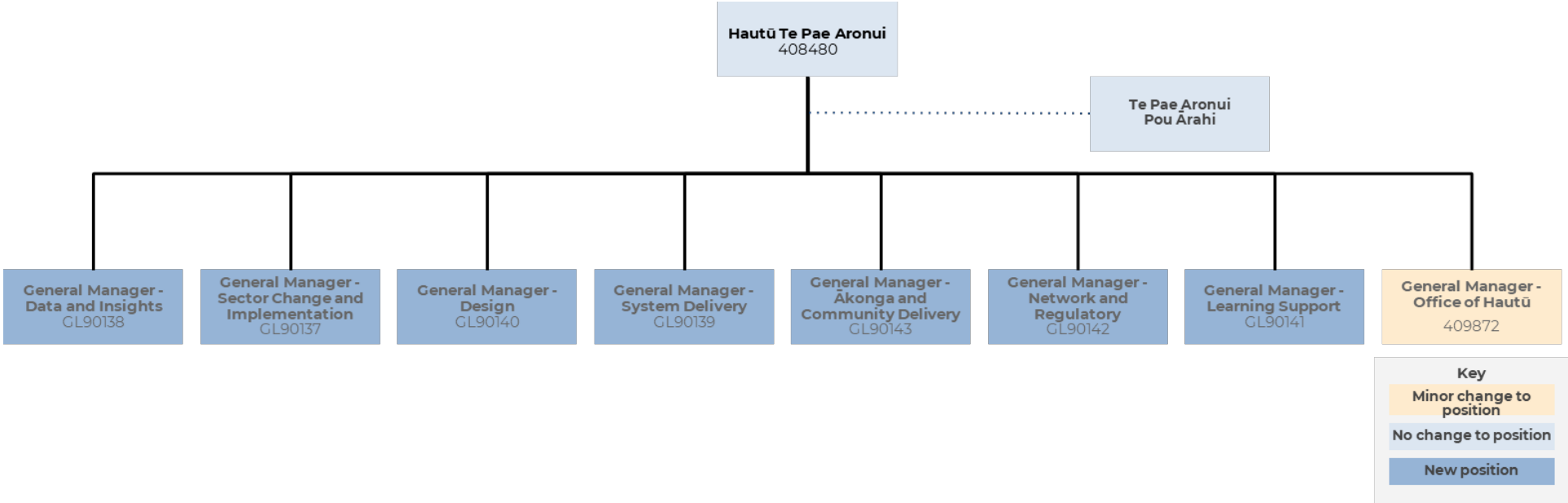
### **Improving feedback loops and information flows**

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

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

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

Te Pae Aronui Senior Leadership



## 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 new functions-based structure for Te Pae Aronui. Early next year that structure will start to come together, with the goal of having our teams in place by early April.

The restructure of Te Tāhuhu o te Mātauranga is all about making the Ministry, and our part in it, better at shaping an education system that delivers for all ākonga – especially those we have underserved in the past. I've said many times, structure only *enables* that change, it doesn't on its own transform anything. The real change we are looking for will come from the way we work together, our cultures and behaviours. This is a longer-term project which we will all have an opportunity to contribute to over the coming months and years.

The next steps in the development of Te Pae Aronui are therefore focused around both these two phases:

- Transition to the new organisation structure and
- 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, will be designed with you to address many of the opportunities and challenges that were raised during consultation. Your submissions have been invaluable in identifying the priority areas for us to look to make sure Te Pae Aronui continues to operate effectively and makes the big shifts needed.

### **Transitioning to the new structure – December 2022 to 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 by early April, and that our ongoing work programmes continue with minimal disruption.

### **Operating Model Design – February to June 2023**

As part of the longer-term change, we will continue to design and start to implement our Te Mahau detailed operating model which I expect to be well underway by June next year.

An operating model is necessary as it helps us to understand how all the aspects of how we operate interrelate to 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 & decision making, people, skills & culture, processes & workflows, performance measures, information & data, tools & technologies.

The final structure for Te Pae Aronui has been strongly influenced by our strategy and the purpose and direction outlined in the consultation document. To make the structure work will need to move from these high-level statements into a detailed operating model design for Te Pae Aronui.



# Data and Insights group

## What is Data and Insights and why is it important?

The Data and Insights function is the centralised point through which information from the sector, communities and takiwā flows into Te Mahau and Te Tāhuhu. It is the connector through which our colleagues across Te Tāhuhu can engage with and access quantitative and qualitative information, data and insights from a range of trusted sources to inform what we do and how we do it. The high-quality data, insights and lived experience will inform our work so that we can provide locally based education support and services that make a difference for educators, ākonga and whānau.

The Data and Insights group brings together existing and new capability to capture, develop and share insights across Te Tāhuhu to inform and shape decision-making in service design, development, policy and strategic planning. It will lead on the development, coordination and integration of analytics, research, evaluation and data practices that goes beyond traditional data sources and approaches to prioritise regional and local voice.

The capture and sharing of real-time student experience will be pivotal to influencing decisions across the board. In addition, it will partner with business groups across Te Mahau and Te Tāhuhu to understand business data and information requirements. The ability to identify, draw and interrogate data through the Data and Insights function will inform service design, programme delivery, curriculum development, and work between Te Mahau takiwā, schools, kura, kōhanga reo and early learning centres.

A core focus for the Data and Insights function is to take practical action to give effect to te Tiriti through appropriate collection, handling and development of intelligence and insights that recognises, reflects and respects te ao Māori and kaupapa Māori. New capability will be introduced to support this focus, with the Poumatua Raraunga team developing frameworks and practices for our data and research activities. In addition, I expect Data and Insights teams to work with the Pou Ārahi to lift our collective capability to give effect to te Tiriti.

Data Integrators will be working with our takiwā to gain insights from communities, whānau, iwi, hapū and Māori that support us to continuously improve services and supports. They will be a key connection point for Te Mahau takiwā, working together to prioritise and agree data collection needs. They will work closely with Te Mahau takiwā Integrated Operations and Insights teams. As insights and intelligence are developed this will be provided back to the takiwā to support the improvement of data collection processes and delivery of services and support to ākonga and whānau and the sector.

Data and Insights will be closely connected to all other functions within Te Pae Aronui, particularly Design, System Delivery, Ākonga and Community Delivery, and Network and Regulation, which will use the information gathered and shared to know we are making the greatest impact. Te Pae Aronui

functions and teams will use the insights generated to help them design, develop and continuously improve services and support for ākonga and whānau, sector facing teams in the takiwā, and the sector.

Other Data Integrator positions such as workforce, curriculum and Māori data will drive the relationship and connection with the wider Te Tāhuhu. This new capability will engage directly with business groups to understand their data needs, and share information and insights generated by the Data and Insights teams to support evidence-based decision making. These positions will have a ‘finger on the pulse’ across Te Tāhuhu so that the work of Data and Insights teams remains relevant and purposeful.

I received considerable feedback about the placement of a number of other teams within Data and Insights, including Data Warehousing, Workforce Analysis, Student Wellbeing Measurement, and Evaluation. All of these teams contribute to the whole of Data and Insights and are important to make the change we need for the future. Moving these teams could undermine the performance of the function.

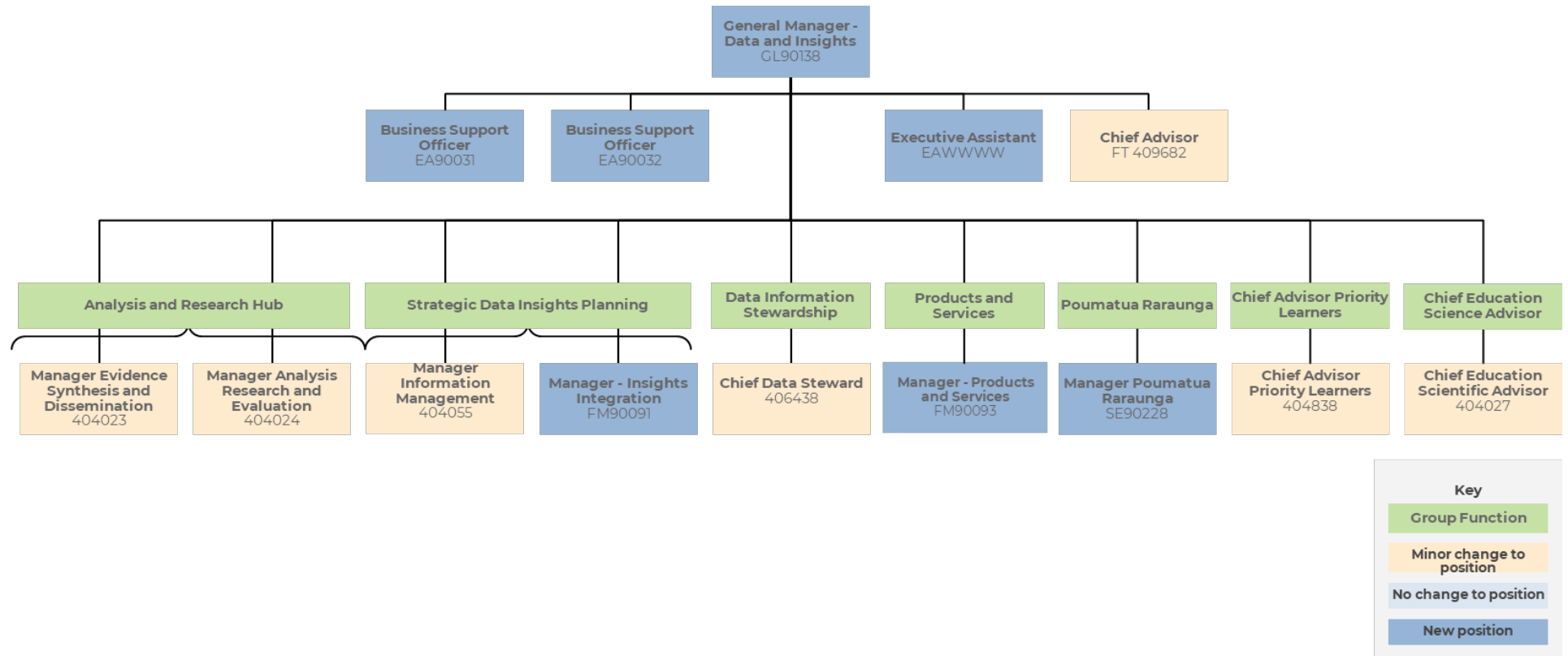
## **What are the main changes confirmed?**

### **1a. Establish a new General Manager Data and Insights position**

I confirm the new General Manager Data and Insights position will be established to lead the Data and Insights function. This position will sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. A new Executive Assistant position will be established to provide executive support to the new General Manager Data and Insights. I confirm two new Business Support Officer positions will be established as additional support to the Data and Insights group.

The existing National Director Evidence Data and Knowledge will be disestablished as a result of this change.

## Data and Insights tiers 3 and 4 structure chart



### **1b. Establish an Analysis and Research Hub function within the Data and Insights group**

The Analysis and Research Hub will develop analysis and insights for the Data and Insights group. The Hub will gather and combine wider and diverse sources of data, information and insights to capture the ākonga experience and prioritise regional and local voice. The Hub is made up of two teams that will work together to lead the development and integration of analysis, programmes of research, and the dissemination of evidence. The two teams are:

- Evidence, Synthesis and Dissemination - to lead the integration of analysis, research and evaluation of data and information. This includes dissemination of information about important sector issues, trends, risks and opportunities.
- Analysis, Research and Evaluation - to lead the development of analytics, research and evaluation methodologies and programmes for Te Tāhuhu.

I confirm the following positions will have a change of reporting line to the General Manager Data and Insights and co-lead the Analysis and Research Hub function:

- Group Manager (404023) to lead the Evidence, Synthesis and Dissemination team and have a change of position title to Manager Evidence, Synthesis and Dissemination
- Group Manager (404024) to lead the Analysis, Research and Evaluation team and have a change of position title to Manager Analysis, Research and Evaluation.

I confirm, to support the Evidence, Synthesis and Dissemination team at tier five and below:

- The establishment of one Team Manager Evidence, Synthesis and Dissemination position reporting to the Manager Evidence, Synthesis and Dissemination (404023) to address the high number of direct reports to the Manager Evidence Synthesis and Dissemination (404023). Further work will be undertaken to determine the appropriate split of team members and programmes of work to these positions, and for the interim, the following positions will have a change of reporting line to the Team Manager Evidence, Synthesis and Dissemination:
  - Principal Analyst (404067)
  - Senior Analyst (404069)
  - Senior Analyst (407810)
  - Senior Analyst (407811)
  - Senior Advisor (406747)
  - Analyst (404068)
  - Analyst (404072)
  - Logistics Coordinator (409382)
  - Project Coordinator (406574)
  - Programme Administrator (409363)
  - Assistant Analyst (407659)
- A change of reporting line for Senior Project Manager (408257) to the Manager Evidence, Synthesis and Dissemination (404023).

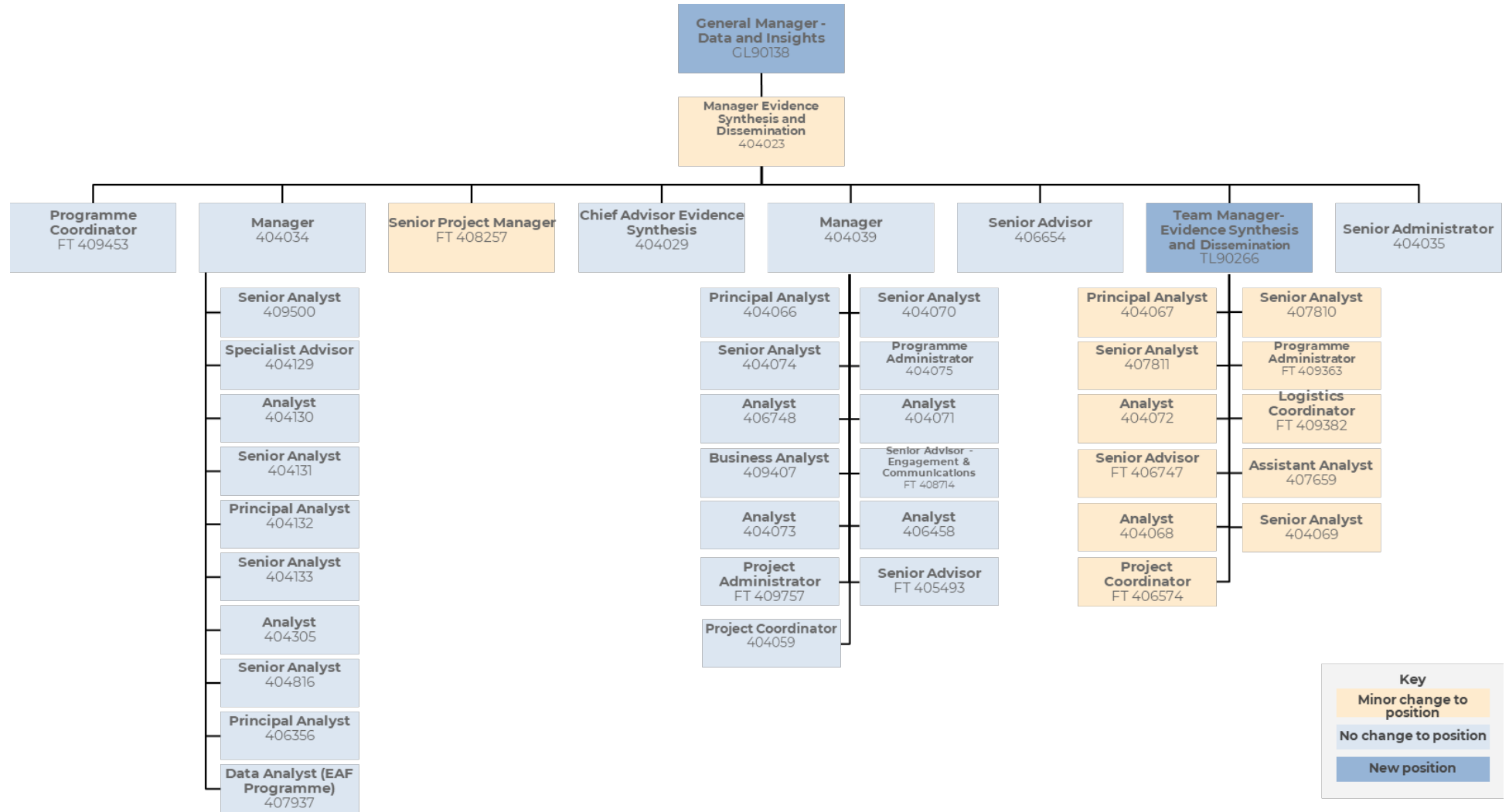
I confirm, to support the Analysis, Research and Evaluation team at tier five and below:

- A change of reporting line for Programme Manager (405243) to the Manager Analysis Research and Evaluation (404024) and retitled to Programme Manager ERED to focus this position on progressing the ERED Programme. To support the ERED Programme the existing Principal Advisor (405494) position will have a change of reporting line to the Programme Manager ERED.
- The following positions will have a change of reporting line to the Manager (410185) to address high numbers of direct reports with further work to be undertaken to determine the appropriate split of team members and programmes of work:
  - Principal Analyst (410271)
  - Senior Data Analyst (410055)
  - Senior Data Analyst (409021)
  - Senior Data Analyst (404144)
  - Senior Analyst (404139)
  - Senior Analyst (404135)
  - Senior Analyst (404142)
  - Analyst (404501)
  - Analyst (404151)
  - Analyst (408113)

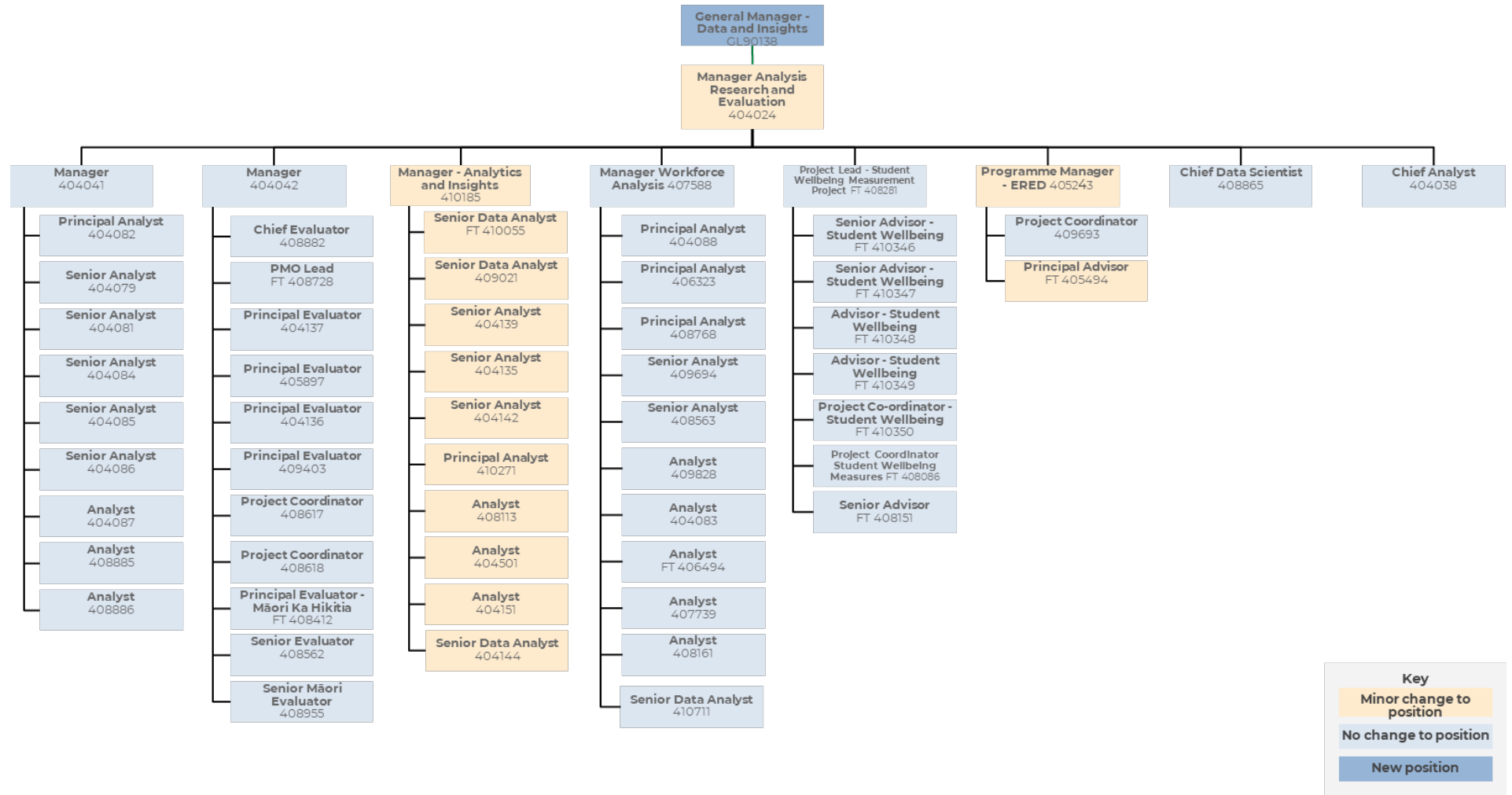
I received feedback on the Analysis and Research Hub function, in particular the split of teams to address high numbers of direct reports and how they would be expected to operate, particularly regarding shared and distinct functions and work programmes. I will make further decisions on this split during the transition phase, including how teams and business units work within the Hub.

Position impacts relating to the Analysis and Research Hub can be found in the [tables here](#).

## Analysis and Research Hub (Evidence, Synthesis and Dissemination) structure chart



## Analysis and Research Hub (Analysis Research and Evaluation) structure chart





### 1c. Establish a Strategic Data Insights Planning function within the Data and Insights group

The Strategic Data Insights Planning function will lead on coordinating, influencing and integrating strategic data practices and insights so they can shape delivery and policy across Te Mahau and Te Tāhuhu. This function will have the capability to bring data to the forefront of Te Pae Aronui and it will have two teams working together to develop strong alignment and connectivity, create detailed action plans, and plan for future capabilities within Te Tāhuhu. The two teams are:

- An Information Management team to lead enterprise information management policies, practices and governance to enable education data to be managed as an asset and shared appropriately. This includes the development, communication and implementation of the Ministry's Information Management Strategy.
- An Insights Integration team will work across Te Tāhuhu to support teams to understand data and insights available, feed into the insights and intelligence work programme, and develop new insights to support decision making. It will work closely with Te Mahau takiwā Integrated Operations and Insights teams, which support the local Integrated Service Delivery teams to gather insights from the sector, inform future service design and delivery, and to drive consistency and continuous improvement within Te Mahau and Te Tāhuhu.

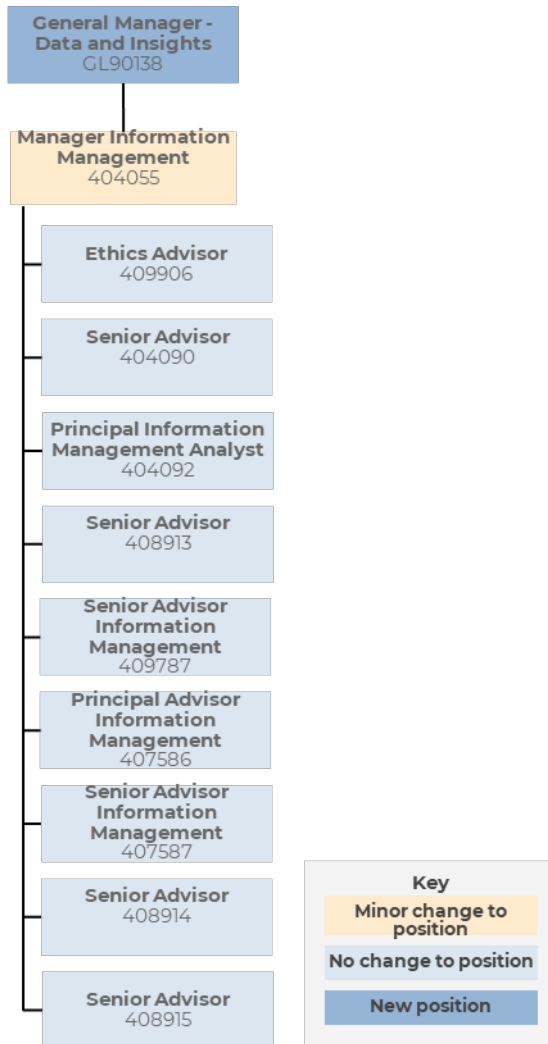
There were concerns raised during consultation that the described Information Management team activities didn't recognise its enterprise wide functions. I have noted this feedback.

I confirm a new Manager Insights Integration position will be established to lead the Insights Integration team. To support the establishment of this new function, I confirm seven new Data Integrator positions reporting to the Manager Insights Integration.

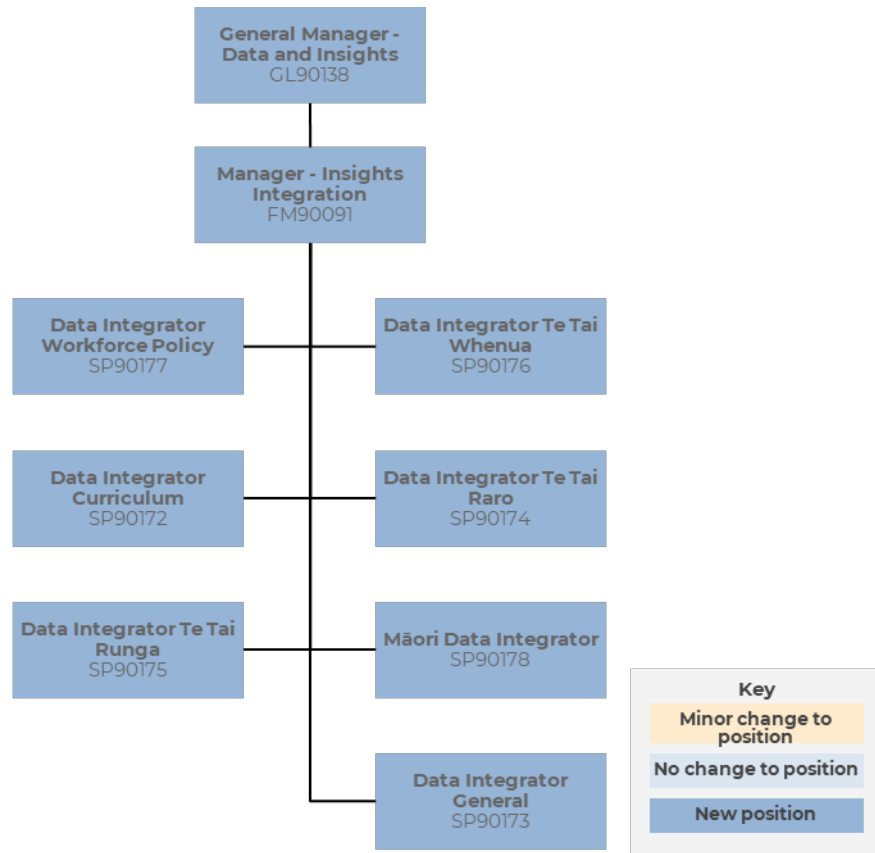
I confirm the existing Manager (404055) position will have a change of reporting line to the General Manager Data and Insights to lead the Information Management team. I also confirm this position will have a change of title to Manager Information Management.

Position impacts relating to the Strategic Data Insights Planning function can be found in the [tables here](#).

## Strategic Data Insights Planning (Information Management) structure chart



## Strategic Data Insights Planning (Insights Integration) structure chart



## 1d. Establish a Data Information Stewardship function within the Data and Insights group

The Data Information Stewardship team is focused on understanding what data we have available and how it can be used to support teams across Te Tāhuhu. This team will also ensure it is accessible, safe and trusted to make evidence-led decisions. It will champion safe and appropriate use of data to drive business outcomes and improve equity by overseeing every aspect of the data lifecycle.

I confirm the existing Chief Data Steward (406438) position will have a change of reporting line to the General Manager Data and Insights to lead the Data Information Stewardship function.

To address the very large team sizes within the Data Information Stewardship function, I confirm the establishment of the following six new Team Manager positions to lead across their relevant team functions:

Team Managers within Data Information Stewardship		
<b>Team Manager - Business Data</b> , with the following positions confirmed to have a change of reporting line to this team: <ul style="list-style-type: none"><li>● Business Improvement Principal Advisor (404053)</li><li>● Business Improvement Lead (404297)</li><li>● Quality Assurance Lead (404098)</li><li>● Lead Data Analyst (404384)</li><li>● Senior Project Manager (408743)</li><li>● Senior Business Analyst (409175)</li><li>● Senior Business Analyst (409390)</li><li>● Senior Business Analyst (405078)</li><li>● Senior Business Analyst (410230)</li><li>● A9 - ICT Business Analyst (410225)</li></ul>	<b>Team Manager - Data Systems</b> , with the following positions confirmed to have a change of reporting line to this team: <ul style="list-style-type: none"><li>● Lead Data Analyst (408869)</li><li>● Lead Data Analyst (408870)</li><li>● Senior Data Analyst (406582)</li><li>● Senior Data Analyst (408879)</li><li>● Senior Data Analyst (408880)</li><li>● Senior Data Analyst (406586)</li><li>● Data Analyst (406681)</li><li>● Data Analyst (408698)</li><li>● Assistant Data Analyst (408700)</li><li>● Assistant Data Analyst (404296)</li></ul>	<b>Team Manager - Early Learning Data Collections</b> , with the following positions confirmed to have a change of reporting line to this team: <ul style="list-style-type: none"><li>● Lead Data Analyst (408953)</li><li>● Senior Data Analyst (406584)</li><li>● Senior Data Analyst (406587)</li><li>● Senior Data Analyst (406673)</li><li>● Senior Data Analyst (406727)</li><li>● Data Analyst (406581)</li><li>● Data Analyst (406589)</li><li>● Assistant Data Analyst (404103)</li><li>● Assistant Data Analyst (410537)</li><li>● Assistant Data Analyst (407931)</li></ul>

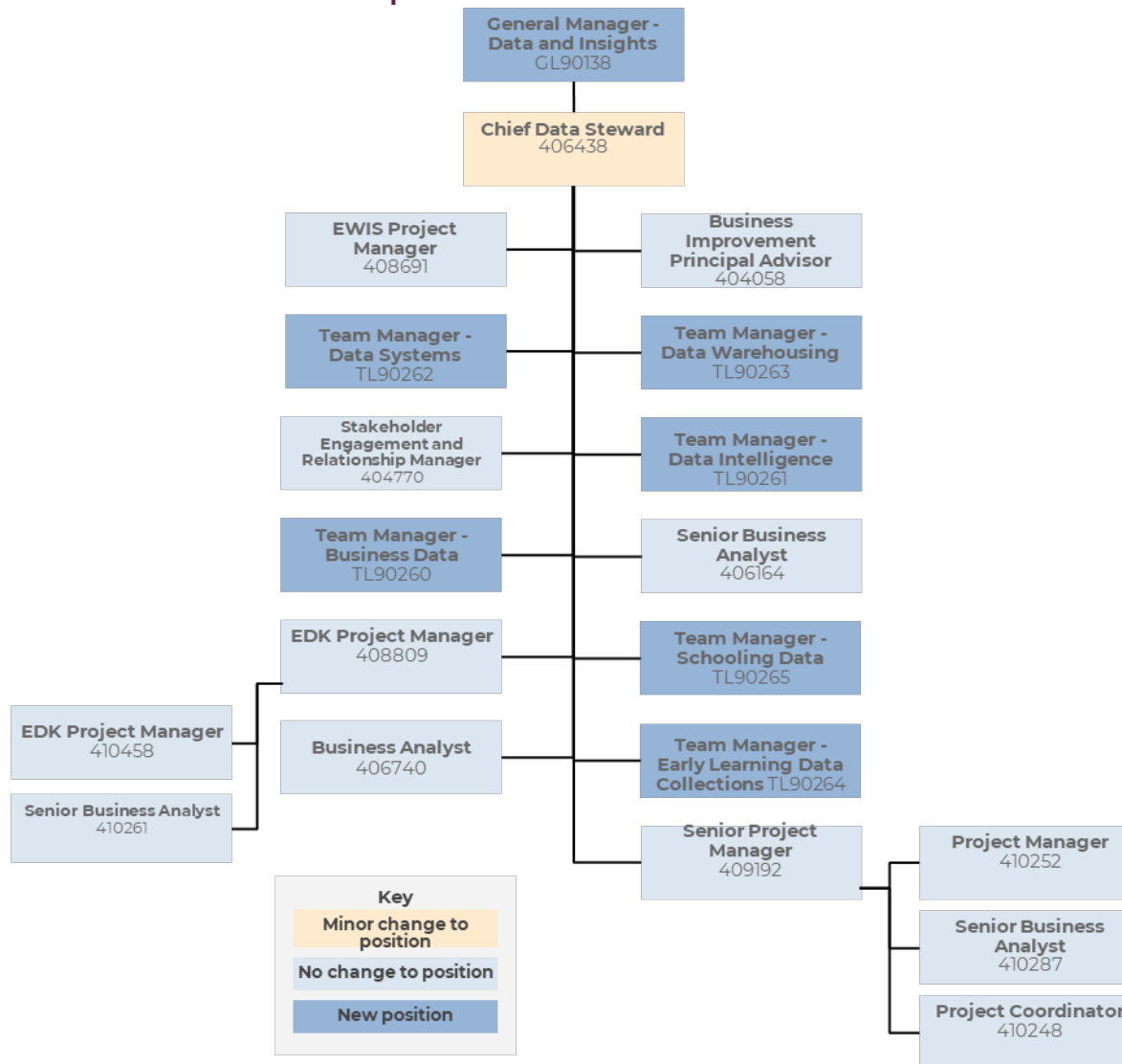
Team Managers within Data Information Stewardship		
<p><b>Team Manager - Data Intelligence</b>, with the following positions confirmed to have a change of reporting line to this team:</p> <ul style="list-style-type: none"> <li>• Lead Business Analyst (406614)</li> <li>• Senior Business Analyst (407858)</li> <li>• Senior Test Analyst (DW/ETL) (410456)</li> <li>• Senior Test Analyst (DW/ETL) (410481)</li> <li>• Senior Test Analyst (407540)</li> <li>• Senior Test Analyst (409168)</li> <li>• Senior SAS Developer (406615)</li> <li>• Senior SQL Developer (409159)</li> <li>• Senior BI Developer (409268)</li> <li>• Senior Business Intelligence Developer (404115)</li> <li>• Senior Business Intelligence Developer (404775)</li> <li>• BI Developer (409160)</li> <li>• SQL Developer (408707)</li> <li>• SQL Developer (408908)</li> <li>• SQL Developer (406706)</li> <li>• Developer (404120)</li> <li>• BI Solutions Architect (407802)</li> </ul>	<p><b>Team Manager - Data Warehousing</b>, with the following positions confirmed to have a change of reporting line to this team:</p> <ul style="list-style-type: none"> <li>• Principal Data Warehousing Developer (404111)</li> <li>• Senior Data Warehouse and BI Tester (410014)</li> <li>• Senior Data Warehouse SAS Developer (404961)</li> <li>• Senior Data Warehouse Developer (409508)</li> <li>• Senior Data Warehouse Developer (409546)</li> <li>• Senior Data Warehouse Developer (409158)</li> <li>• Senior Data Warehouse Developer (404121)</li> <li>• Senior Data Warehouse Developer (404772)</li> <li>• Senior Data Warehousing Developer (404108)</li> <li>• Senior Data Warehousing Developer (404109)</li> <li>• Senior Data Warehousing Developer (406548)</li> <li>• Senior Data Warehousing Developer (406549)</li> <li>• Data Warehouse Developer (404106)</li> <li>• Data Warehousing Develop</li> </ul>	<p><b>Team Manager - Schooling Data</b>, with the following positions confirmed to have a change of reporting line to this team:</p> <ul style="list-style-type: none"> <li>• Lead Data Analyst (408868)</li> <li>• Senior Business Analyst (410417)</li> <li>• Senior Data Analyst (407033)</li> <li>• Senior Data Analyst (406580)</li> <li>• Senior Data Analyst (408191)</li> <li>• Senior Data Analyst (406583)</li> <li>• Data Analyst (406588)</li> <li>• Data Analyst (409572)</li> <li>• Assistant Data Analyst (409676)</li> <li>• Assistant Data Analyst (404102)</li> <li>• Assistant Data Analyst (407930)</li> </ul>

Further work will be undertaken during the transition phase to determine the appropriate split of teams and work programmes to the above positions.

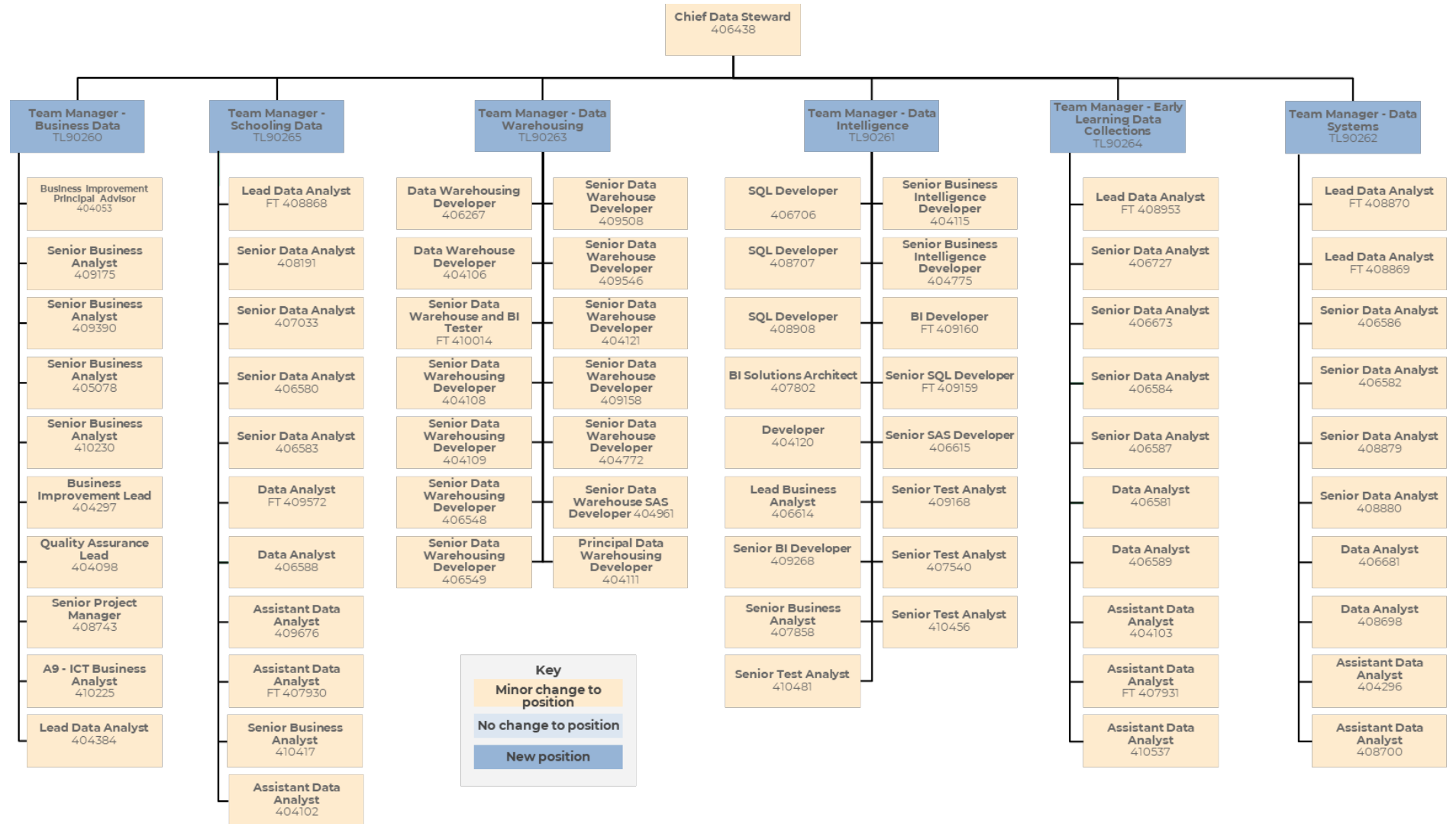
I received feedback on the size and the mix of teams within the Data Information Stewardship function with suggestions to rename and refocus some of these teams. At this time, I have made no changes to the name or focus of this function or teams; however, I will take this feedback into consideration for the future direction of this function.

Position impacts relating to the Data Information Stewardship function can be found in the [tables here](#).

## Data Information Stewardship tiers 4 and 5 structure chart



## Data Information Stewardship tiers 4, 5, and 6 structure chart



### **1e. Establish a Products and Services function within the Data and Insights group**

The Products and Services function will act as the front door to Data and Insights for Te Mahau, ākonga and whānau and the sector. When fully mature, it will manage data requests (both internal and external) and regular reporting. It will work closely with wider Te Mahau and Te Tāhuhu teams to support a more connected approach to the delivery of products and services. This function will also include the Library team.

I received feedback on the potential for the functions within this team to be split across various groups to provide support to Te Tāhuhu and Te Mahau and address duplication of activities. At this time, I have decided to keep the functions of this team together so teams can work closely together. We may revise this as we embed the structure, and this function matures.

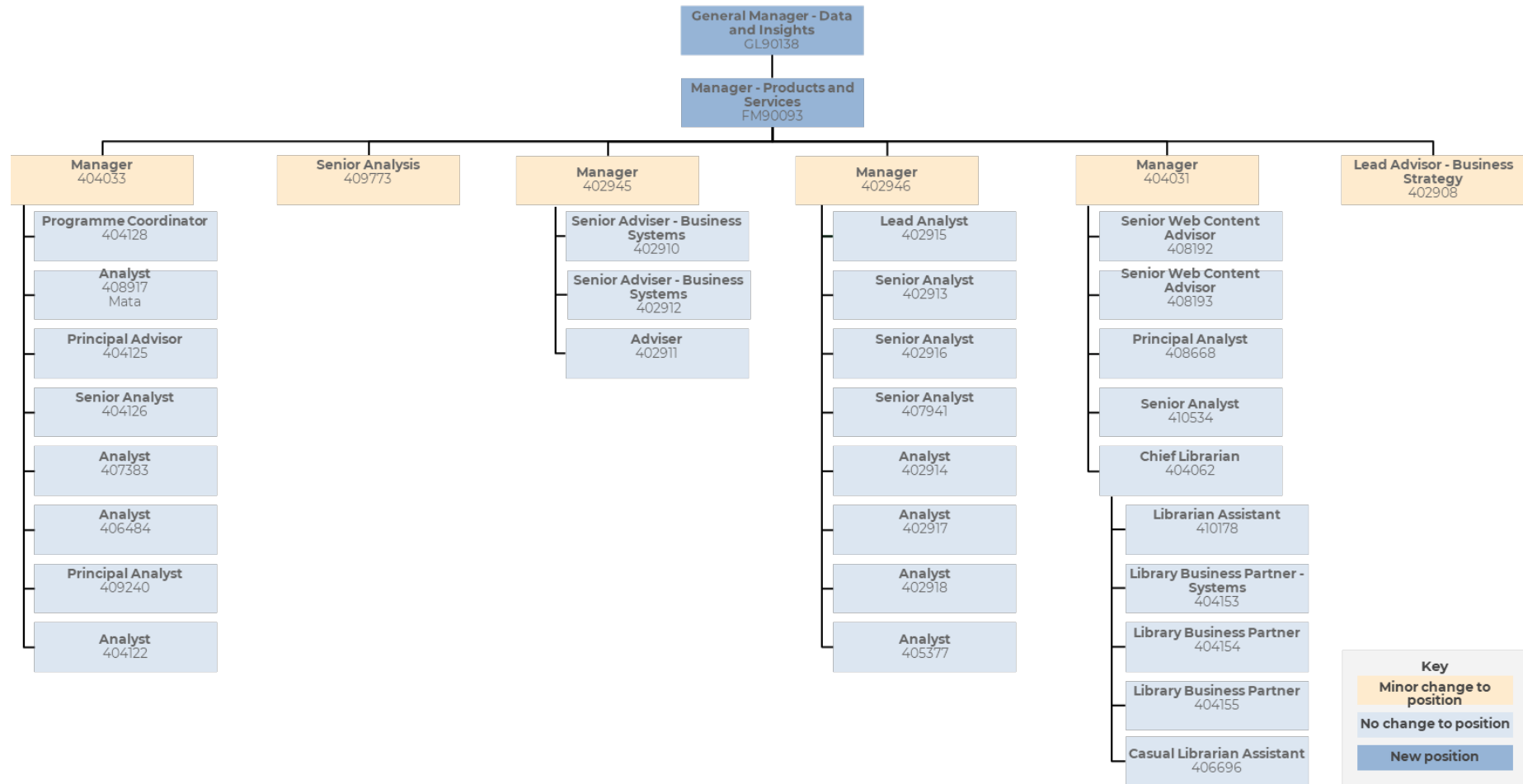
I confirm a new Manager Products and Services position will be established to lead the Products and Services function. To support the delivery of the Products and Services function, the following six positions will have a change of reporting line to the Manager Products and Services:

- Manager (404033)
- Manager (404031)
- Manager (402946)
- Manager (402945)
- Lead Advisor - Business Strategy (402908)
- Senior Analysis (409773)

Position impacts relating to the Products and Services function can be found in the [tables here](#).



## Products and Services structure chart



## **1f. Establish a Poumatua Raraunga function within the Data and Insights group**

The Poumatua Raraunga function will lead kaitiakitanga (guardianship) over the data and information we collect, store and use. This function will help Te Tāhuhu re-examine its practice and lead the development of frameworks and governance arrangements for collecting, analysing and disseminating data in a manner that recognises the collective identity and aspirations of Māori (including contemporary challenges, e.g., social and environmental changes). In developing these frameworks, the function will draw on the expertise of the other Chief Advisors within the Data and Insights group, particularly the Chief Advisor Priority Learners who have played an important role in progressing aspects of the Poumatua Raraunga function to date.

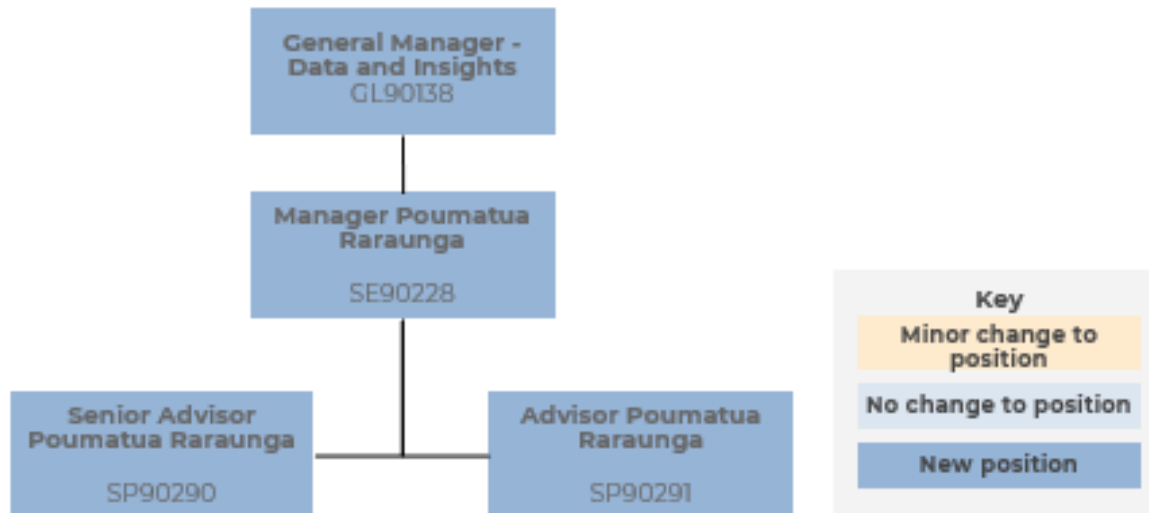
I confirm a new Manager Poumatua Raraunga position will be established to lead the Poumatua Raraunga function.

I received feedback on the importance of the Poumatua Raraunga function and the amount of work required to deliver on the proposal. There was also feedback that the role appeared siloed within the structure and questions about how to make a difference with only a single role. I have considered this feedback and will increase support to the Poumatua Raraunga function, recognising the importance of establishing frameworks that support Māori data collection, use and dissemination.

In consideration of the above feedback, I confirm the establishment of new Poumatua Raraunga Senior Advisor and Poumatua Raraunga Advisor positions reporting to the Manager Poumatua Raraunga.

Position impacts relating to the Poumatua Raraunga function can be found in the [tables here](#).

## Poumatua Raraunga structure chart



### 1g. Reporting line change to Chief Advisor Priority Learners (404838) position to the General Manager Data and Insights

I confirm the existing Chief Advisor Priority Learners (404838) position will have a change of reporting line to the General Manager Data and Insights.

### 1h. Reporting line change to Chief Education Scientific Advisor (404027) position to the General Manager Data and Insights

I confirm the existing Chief Education Scientific Advisor (404027) position will have a change of reporting line to the General Manager Data and Insights.

### 1i. Reporting line change to Chief Advisor (409682) position to the General Manager Data and Insights

I confirm the existing Chief Advisor (409682) position will have a change of reporting line to the General Manager Data and Insights.

# Design group

## What is Design and why is it important?

The Design function will lead the design of services, supports and operational policies that support, enable and create the best educational outcomes for ākonga and whānau. It will bring together, broaden and deepen our existing capability within service design and lead the development of principles, frameworks and practice that can be used in a repeatable and systematic way across initiatives and programmes, putting people at the heart of what we do.

The Design function will work in partnership with the takiwā to co-ordinate and define the approach to designing Te Pae Aronui-specific services and support, considering methodologies such as human centred service design. Teams within design will develop a clear understanding of the intended benefits and feasibility of any proposed policies and designs, so we provide effective, flexible and responsive services. This understanding will include who the services, supports, policies and strategies developed are for, and the outcomes we expect to see as a result.

Te Ranga Taunaki brings a focus on designing from the outset to give effect to te Tiriti and support iwi and Māori to create and own their own solutions that realise ākonga potential. This team will work alongside the takiwā to build on authentic te Tiriti partnerships, using te ao Māori concepts, kaupapa Māori methodology and diverse perspectives to shape and drive service design.

Design will bring together our existing operational policy capability into one place. Strengthening this capability will support realistic and deliverable policy development by Te Pou Kaupapahere, by understanding and advising on the operational impacts of proposed new policies. Clear operational policies will support frontline staff who ultimately deliver any initiatives or changes. The work of this group will be connected to, and informed by, sector data and insights and service design specifications to continuously improve our education policy process from strategy to operations.

This new group will collaborate with our colleagues across Te Mahau takiwā to build an understanding of the design challenge, informed by data and insights. This will support delivering an integrated service design approach where Te Mahau takiwā, including sector, whānau, hapū, and iwi, and Māori are involved at the beginning of the design process. Implementing and developing a fullservice design model will prioritise regional/local voice as the team develops processes and methodologies of design with ākonga and whānau and sector educators at the heart of solutions.

This group will work with the Sector Change and Implementation function, teams in Te Mahau and Te Tāhuhu, so that design efforts are focused on the areas of greatest priority and are timed and planned to achieve the most impact. Areas of greatest priority will be driven by regional need and the sector's

capacity for change. This will strategically align priorities to support a shift from the current state of bespoke programme design and delivery to group designed services.

## **What are the main changes confirmed?**

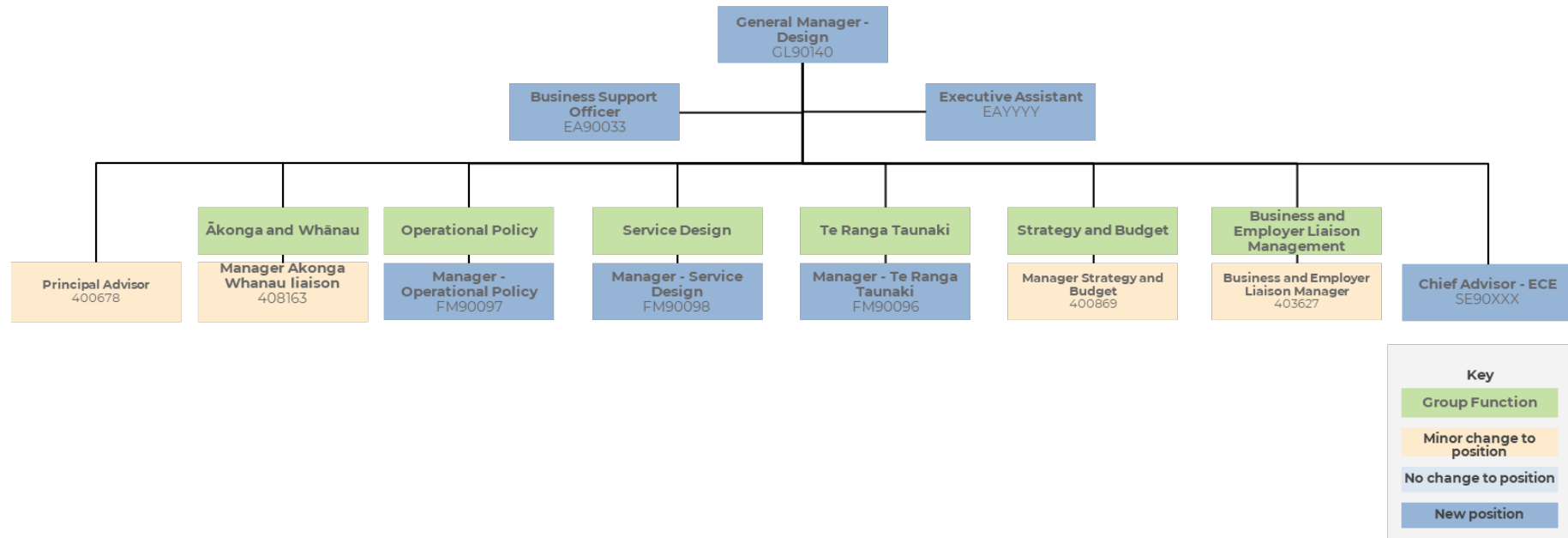
### **2a. Establish a new General Manager Design position**

I confirm a new General Manager Design position will be established to lead the Design function.

This position will lead the Design function and sit on the leadership team for Te Pae Aronui. A new Executive Assistant position will be established to provide executive support to the new position of General Manager Design. I confirm a new Business Support Officer position will be established as additional support to the System Delivery group.

The existing National Director Parent Information and Community Intelligence and Associate Deputy Secretary Strategy and Implementation will be disestablished as a result of this change.

## Design tiers 3 and 4 structure chart



### 2b. Establish an Operational Policy function within the Design group

The Operational Policy function will support effective operationalisation changes into policies across early learning and kōhanga reo, schools and kura. This team will centralise the operational policy expertise across Te Pae Aronui into one place, where we can use and develop their skills and experience collectively. The centralised operational policy expertise will be balanced with knowledge in specific areas, particularly ECE and schooling. Operational policy is key to translating Government priorities into action, and reflecting this importance, there will be a specific focus on building and growing our capability in operational policy over time. This team will work closely with Te Pou Kaupapahere | Policy to support improvements to our policy process that gives priority to sector, local and regional voice and experience.

I received feedback on the Early Learning focused teams being fragmented across functions and the difficulty this posed for current teams to maximise efforts collectively. I have heard calls for the ECE teams to remain connected. After consideration, I have decided to keep the Early Learning Operational

Policy team within the Operational Policy function so that our operational policy capability can be grown and developed together. While the ECE teams are located in separate teams, I expect them to continue working together.

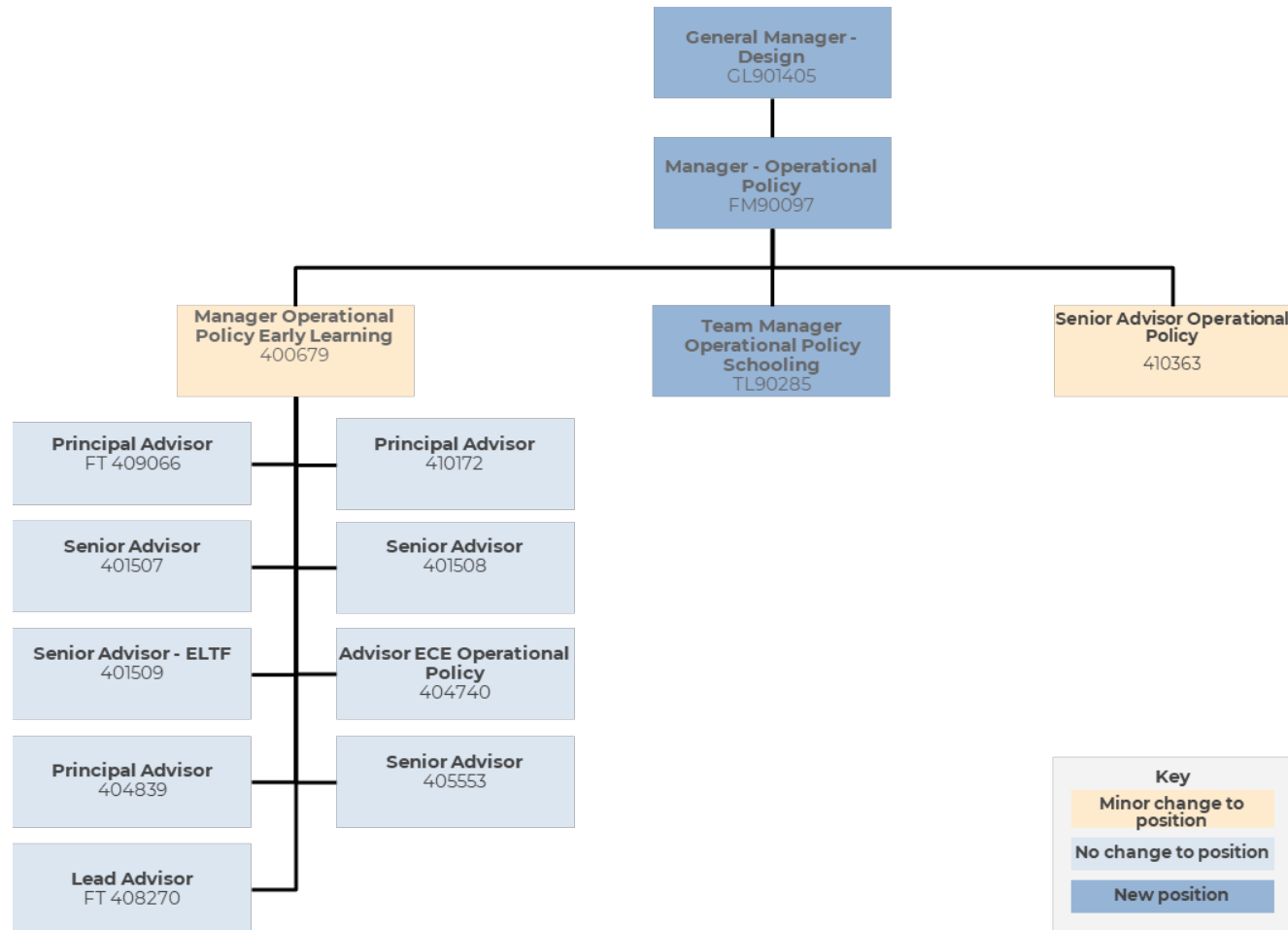
I confirm a new Manager Operational Policy position will be established to lead the Operational Policy team. To support the Operational Policy team, I confirm a new Team Manager Operational Policy Schooling position will be established and the following existing positions will have a change of reporting line to the Manager Operational Policy:

- Manager Operational Policy Early Learning (400679)
- Senior Advisor Operational Policy (410363)

At this time the Team Manager Operational Policy Schooling will have no direct reports to them. This team will be built over time once the Team Manager position has been filled. During the transition phase, we will be considering whether any existing roles should join this team.

Confirmed positions and impacts relating to the Operational Policy function can be found in the [tables here](#).

## Operational Policy structure chart





## 2c. Establish a Service Design function within the Design group

The Service Design function will lead the establishment and application of human-centred design-led approaches and methodologies for the development of services for early learning, schools, kura and others to achieve the required outcomes. It will work with the Data and Insights and Delivery teams within Te Pae Aronui to design services that are strongly influenced by evidence, including insights from ākonga and whānau and the education frontline. Bringing our service design capability in one place will drive the quality delivery of service design projects while also providing considered advice and guidance on possible issues, risks and opportunities.

As above, I received feedback on the early learning-focused teams being fragmented across functions and the difficulty this posed current teams to maximise efforts collectively. Similar to other early learning-focused teams, I have decided to keep the Early Learning Service Design team within the Service Design function to maintain the integrity of the functional model. While the ECE teams are located in separate teams, I expect them to continue working together.

I confirm a new Manager Service Design position will be established to lead the Service Design team. To support the Service Design team, I confirm a new Team Manager Service Design position. The following existing positions will have a change of reporting line to the Manager Service Design:

- Manager Operations Engagement and Improvement (409643)
- Manager Strategy and Integration (407025)
- Manager (400870)
- Project Manager – High Needs Review (40650)

Manager Operations Engagement and Improvement will have a change in title to Manager Service Design Early Learning to better reflect its function.

I confirm the following positions to support the Manager Service Design at tier 5 and below:

- The establishment of a new fixed term Team Manager High Needs Review position to lead the work associated with the High Needs Review. The following positions will have a change of reporting line to the new Team Manager High Needs Review:
  - Senior Project Coordinator (410026)
  - Business Analyst - Highest Needs Review (409997)
  - Senior Business Analyst (410034)
  - Senior Adviser (408115)

- A change of reporting line for the following positions to the Team Manager Service Design
  - Programme Manager (410062)
  - Planning and Reporting Project Manager (409608)
  - Lead Advisor Service Design (405791)
  - Lead Advisor, Service Design (409502)
  - Service Designer (410504)

I confirm the following positions will have a change of reporting line to the Manager Strategy and Integration (407025):

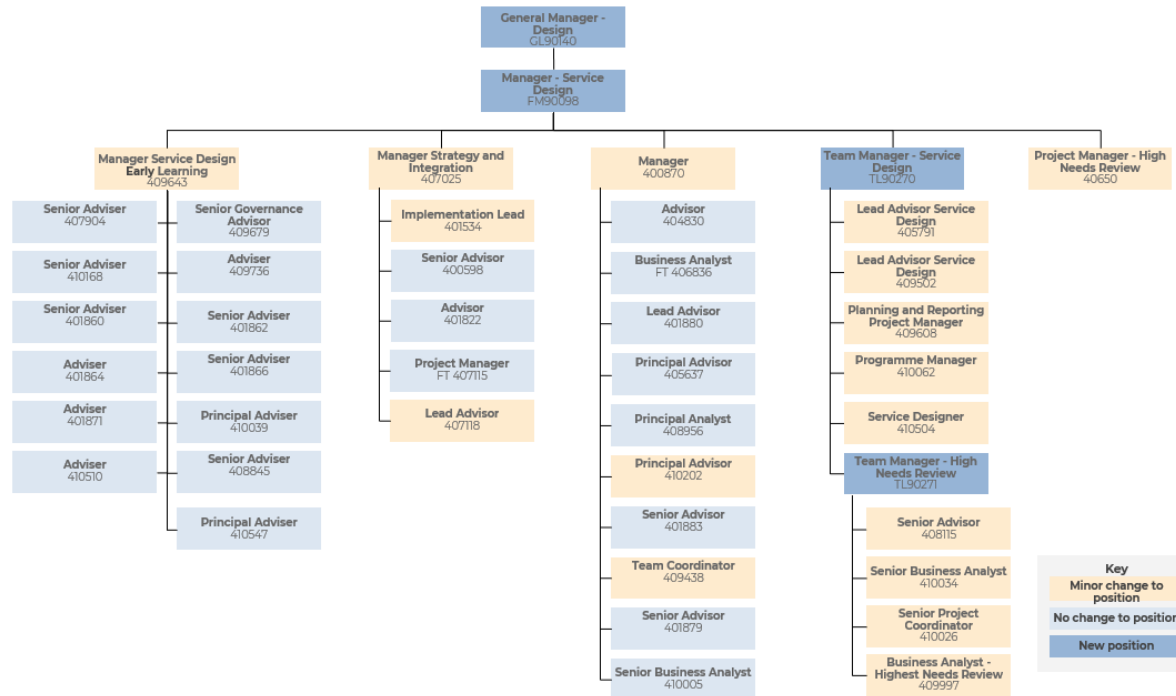
- Implementation Lead (401534)
- Lead Advisor (407118)

I confirm the following positions will have a change of reporting line to the Manager (400870):

- Principal Advisor (410202)
- Team Coordinator (409438)

Confirmed positions and impacts relating to the Service Design function can be found in the [tables here](#).

## Service Design structure chart



## **2d. Establish a Te Ranga Taunaki function within the Design group**

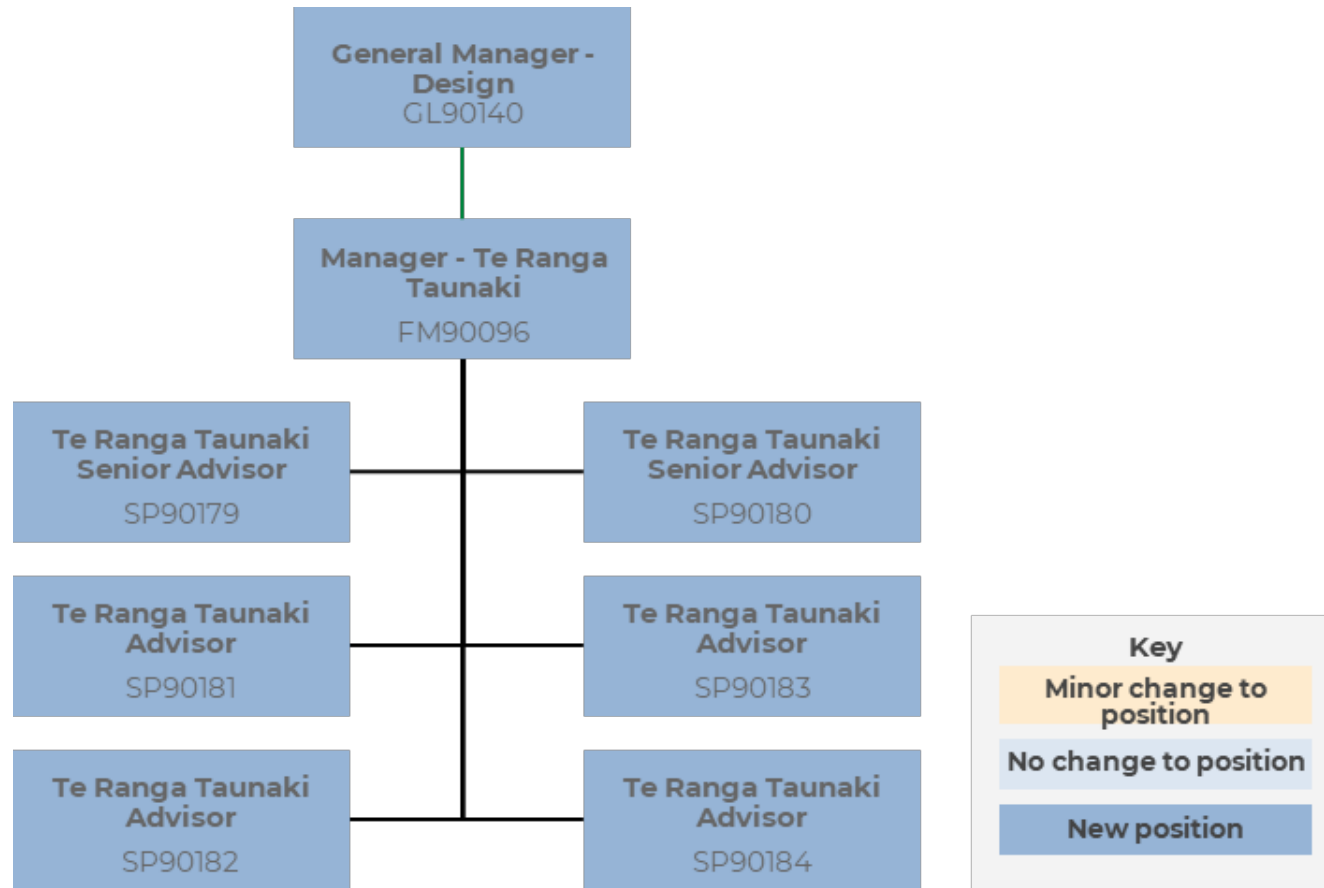
The Te Ranga Taunaki function will be focused on building the foundations for authentic te Tiriti partnership, using te ao Māori concepts, kaupapa Māori methodology and diverse perspectives to shape and drive service design. It will provide guidance and support to the takiwā as they work with whānau, hapū, iwi and Māori partners from the beginning to identify and develop by Māori for Māori solutions that realise ākonga and whānau potential. This co-creation approach will seek to remove barriers to co-design and implementation.

I received feedback on the potential for this function, in particular how the team will need to be well resourced and set up for success. I have considered this feedback and have changed two of the proposed Advisor positions to Senior Advisor positions to provide greater support to this team as well as providing a career pathway.

I confirm a new Manager Te Ranga Taunaki position will be established to lead the Te Ranga Taunaki team. To support the Te Ranga Taunaki team, I confirm four new Te Ranga Taunaki Advisors and two new Te Ranga Taunaki Senior Advisor positions will be established.

Confirmed positions and impacts relating to the Te Ranga Taunaki function can found in the [tables here](#).

### Te Ranga Taunaki structure chart



## **2e. Establish a Strategy and Budget function within the Design group**

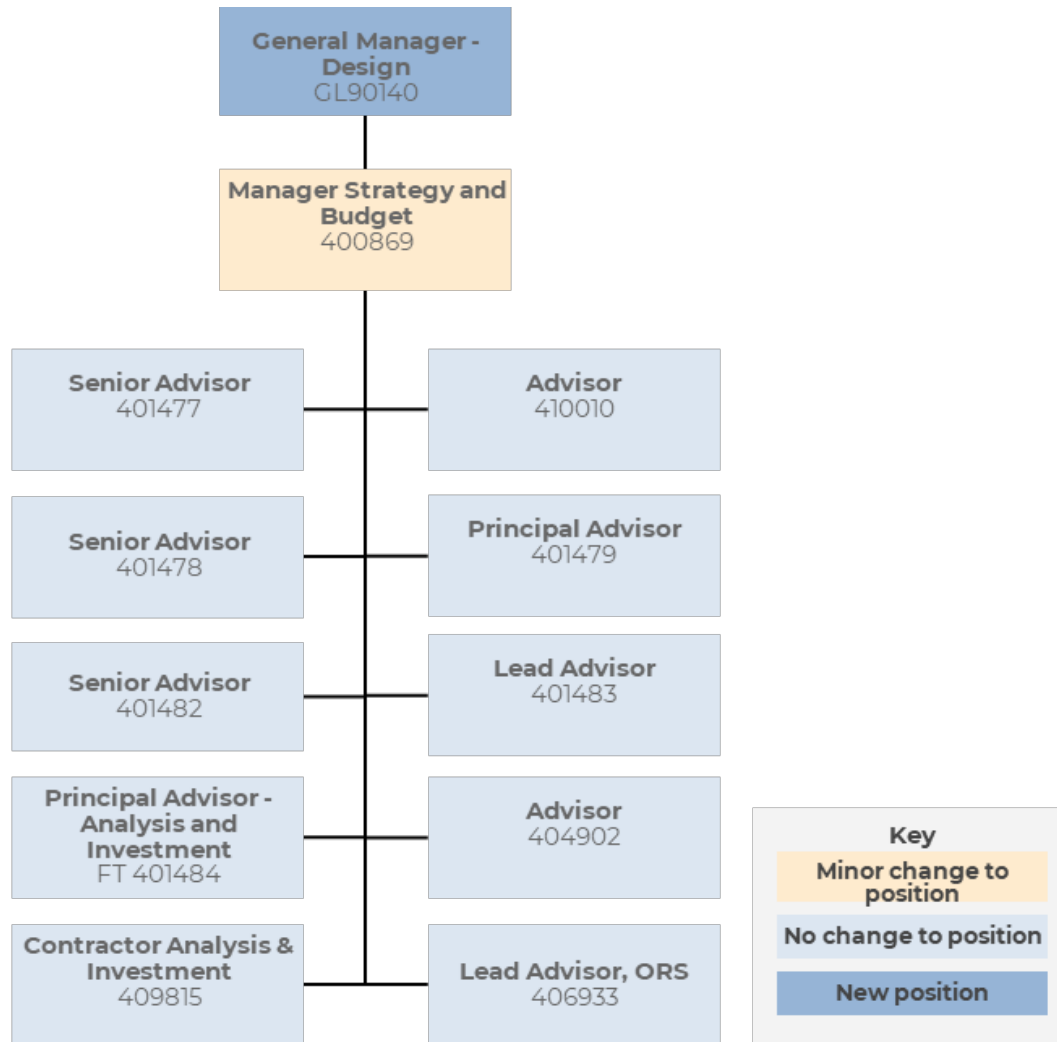
The Strategy and Budget function will consist of the existing Investment and Strategic Design team and will continue to deliver to their existing work programme as part of the Design group. This function will mature over time to support the strategy cycle and government budget bid processes for Te Pae Aronui.

I received feedback that supported the placement of this function in Design. Additional feedback requested confirmation of the broader objective of this team. As indicated above, this function will mature over time to provide the strategic planning and government budget process capability for Te Pae Aronui, going beyond the current Learning Support focus of this team.

I confirm the existing Manager Investment and Strategic Design (400869) will have a change of reporting line to the General Manager Design. I also confirm the Manager Investment and Strategic Design will have a change of position title to Manager Strategy and Budget.

Confirmed positions and impacts relating to the Strategy and Budget function can be found in the [tables here](#).

## Strategy and Budget structure chart



## **2f. Establish a Business and Employer Liaison Management function within the Design group**

The Business and Employer Liaison Management function will consist of the existing team with the same name and will continue to deliver to their existing work programme as part of the Design group.

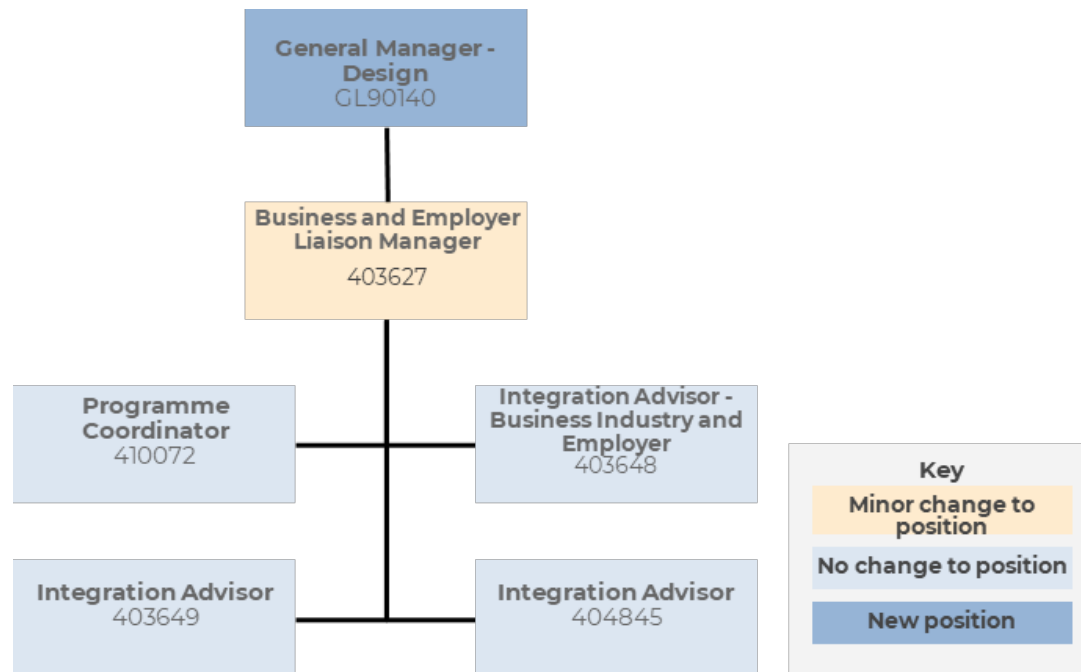
I received feedback on the small size of this team in comparison to others within the Design group. While the size of this team is smaller than other functions within the Design group, I see this team as having an important responsibility, working with a key part of our sector, and this function may be built out over time.

I confirm the existing Business and Employer Liaison Manager (403627) will have a change of reporting line to the General Manager Design.

Confirmed positions and impacts relating to the Business and Employer Liaison Management function can be found in the [tables here](#).



## Business and Employer Liaison Management structure chart



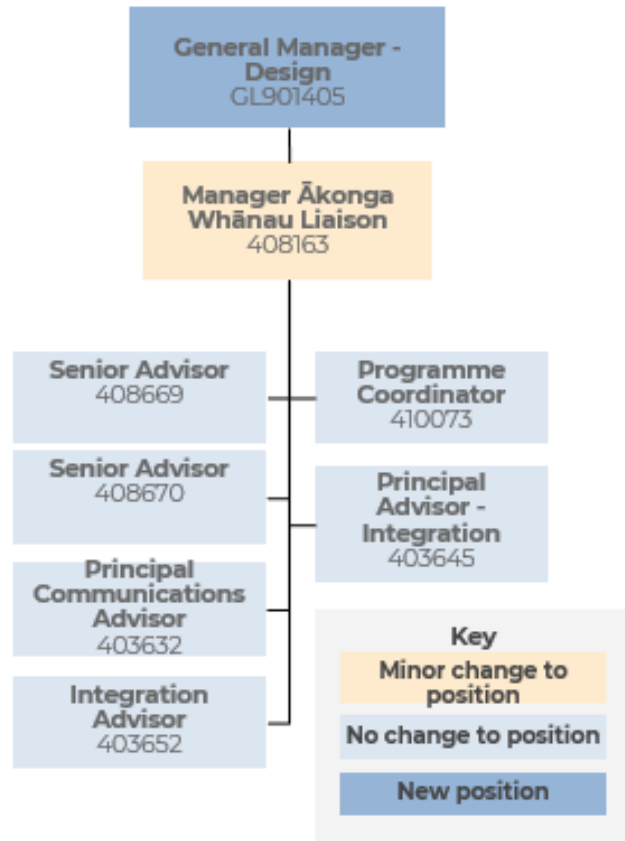
## **2g. Establish an Ākonga and Whānau Liaison Management function within the Design group**

The Ākonga and Whānau Liaison Management function will consist of the existing team reporting to the Programme Director (408163). As a result of feedback, I have decided to rename the team reporting to the Programme Director (408163) to Ākonga and Whānau Liaison and locate it within the Design group to better functionally deliver its outcomes.

I confirm the existing Programme Director (408163) will have a change of reporting line to the General Manager Design. I also confirm this position will have a change of position title to Manager Ākonga and Whānau Liaison.

Confirmed positions and impacts relating to the Ākonga and Whānau Liaison Management function can be found in the [tables here](#).

## Ākonga and Whānau Liaison Management structure chart



## **2h. Establish a Chief Advisor ECE position within the Design group**

I confirm a new Chief Advisor ECE position will be established within the Design group to provide more connectivity, expert training and to advise on consistent national practice. This position will report to the General Manager Design.

## **2i. Reporting line change to Principal Advisor (400915) position to the General Manager Design**

I confirm the existing Principal Advisor (400915) position will have a change of reporting line to the General Manager Design.

## **2j. Reporting line change to Principal Advisor (400678) position to the General Manager Design**

The existing Principal Advisor (400678) position will have a change of reporting line to the General Manager Design.

# System Delivery group

## What is System Delivery and why is it important?

Following feedback, I have decided to split the proposed Delivery group into two distinct but connected functions: System Delivery and Ākonga and Community Delivery. This split makes the work involved in delivery more manageable, while allowing a stronger focus on delivering for those who are currently underserved.

The two delivery groups will work closely together on delivery approaches for Te Pae Aronui. The key difference between the groups is their focus either on system enablers (System Delivery group), or ākonga and whānau (the Ākonga and Community Delivery group). I expect these groups to work cohesively to deliver change.

The System Delivery function will focus on supporting and enabling the education system to operate as smoothly and efficiently as possible. This function will provide high quality advice and support to the education sector on allocation, resourcing and auditing that supports the successful operations of schools, kura, kōhanga reo and early learning.

System Delivery teams have an important role in enabling the sector. The Education Resourcing System (ERS) programme enables the provision of support and funding to schools, kura and some early learning. The Operational Resourcing and Funding team provides funding resources and monitoring for schools, kura, kōhanga reo and early learning.

Te Pae Aronui holds national accountability and oversight of a number of large and significant contracts. The System Delivery function will provide a centralised point from which these contracts are actively managed and assessed. This function will play an important connecting role, working closely with our colleagues across Te Mahau takiwā and with the central procurement team to support contract implementation, and to identify how these are operating to achieve their agreed benefits.

By centralising our systems-focused delivery functions, we have taken the opportunity to have a Channels team focused on supporting the sector with quality and timely operational support.

This team will centralise the external facing channels in Te Mahau and Te Tāhuhu to provide a consistent service, this includes direct telephone and email support and information to school and kura staff, principals, Te Tāhuhu staff, early learning centre owners, whānau and the general public.

The intention is for the Channels function to develop over time to become a central point for inbound contact from ākonga and whānau, and educators.

Locating all teams that enable the sector in the one delivery function will encourage stronger collaboration and reduce duplication. The System Delivery group will work closely with other functions within Te Pae Aronui, and in particular, the Data and Insights function. Continuous information flows between these two groups will make sure supports are informed by data, and information collected by System Delivery teams is fed back into the Data and Insights team. These feedback loops will support us to continuously learn, adapt, and improve our services across the whole design, delivery, and implementation journey.

## **What are the main changes confirmed?**

### **3a. Establish a new General Manager System Delivery position**

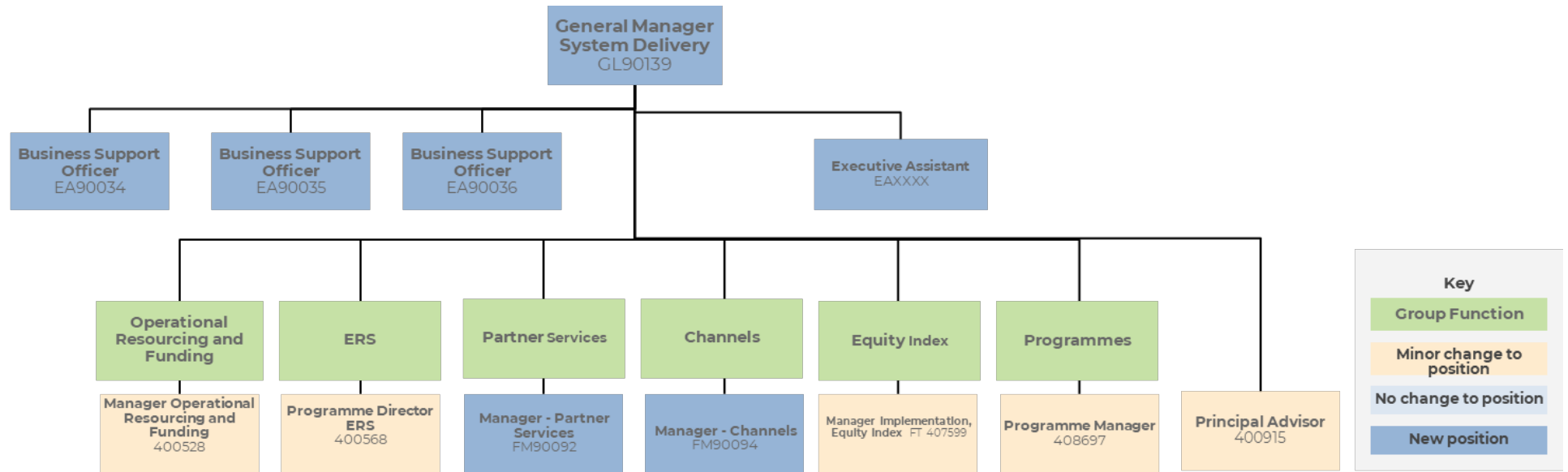
I confirm the new General Manager System Delivery position will be established.

This position will lead the System Delivery function and sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. A new Executive Assistant position will be established to provide executive support to the new position of General Manager System Delivery. I confirm three new Business Support Officer positions will be established as additional support to the System Delivery group.

I received feedback on the size of the proposed Delivery function, with concerns raised that this would be too large to operate efficiently. I have considered the submissions and have decided to split the functions proposed for the Delivery function into two smaller groups that both have a focus on delivery but across two different focus areas. The capabilities I have decided to confirm to the System Delivery function are those that focus on the operation of, and improvements and efficiencies in, the education system.

The existing Chief Operating Officer position will be disestablished as a result of this change.

## System Delivery tiers 3 and 4 structure chart



### 3b. Establish an Operational Resourcing and Funding function within the System Delivery group

The Operational Resourcing and Funding team manages the delivery of allocation, monitoring and auditing advice to boards, principals and tumuaki, and administers their annual operational funding to resource and operate schools, kura, kōhanga reo and early learning centres.

I received feedback on parts of this function being better positioned within other teams, with suggestions the Lead Advisor Kāhui Ako shifts to the Operational Policy function. I have considered this feedback and have decided to keep these positions and teams here. I also received feedback that the proposed structure might not support this team's current way of developing operational policy. Operational policy developed by Te Pae Aronui will need to work with the Data and Insights and Sector Change and Implementation functions, sharing insights and understanding from the sector and frontline.

I confirm the existing Group Manager (400528) will have a change of reporting line to the General Manager System Delivery to lead the Operational Resourcing and Funding function. I also confirm this position will have a change in position title to Manager Operational Resourcing and Funding.

To support the Operational Resourcing and Funding function, I confirm the following existing positions will have a change of reporting line to the Manager Operational Resourcing and Funding (400528):

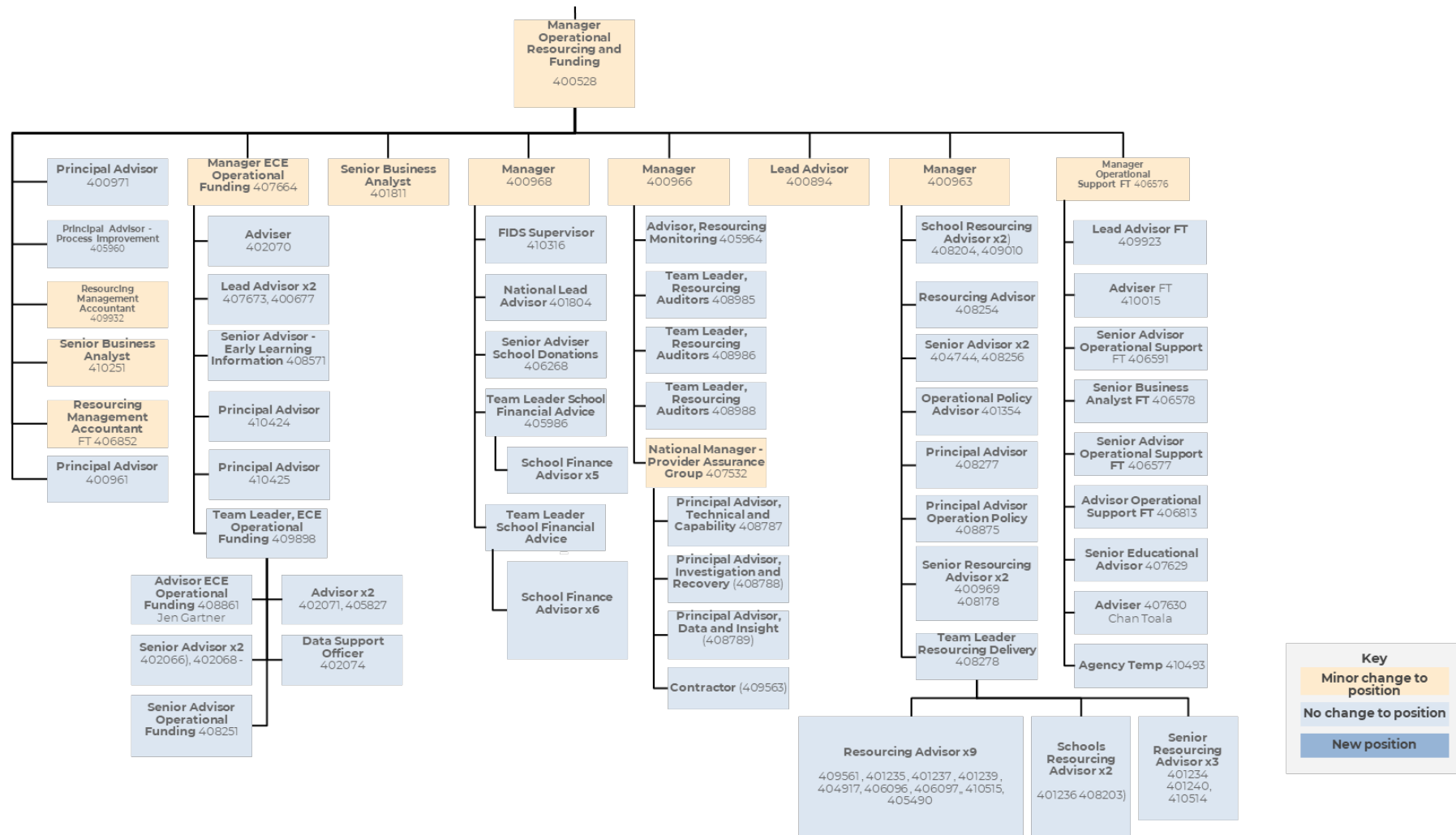
- Manager ECE Operational Funding (407664)
- Manager Operational Support (406576)
- Manager (400963)
- Manager (400966)
- Manager (400968)
- Lead Adviser (400894)
- Senior Business Analyst (401811)
- Senior Business Analyst (410251)
- Resourcing Management Accountant (406852)

Resourcing Management Accountant (409932) I confirm the existing National Manager Provider Assurance group (407532) will have a change of reporting line to the Manager (400966). I received feedback on the location of the Provider Assurance group, with alternatives ranging from a standalone group to being in the Regulatory function. I have considered this feedback and confirm that this team will be located alongside the resourcing advisors in System Delivery due both to the alignment in their functions and the need to foster opportunities for collaboration in work programmes.

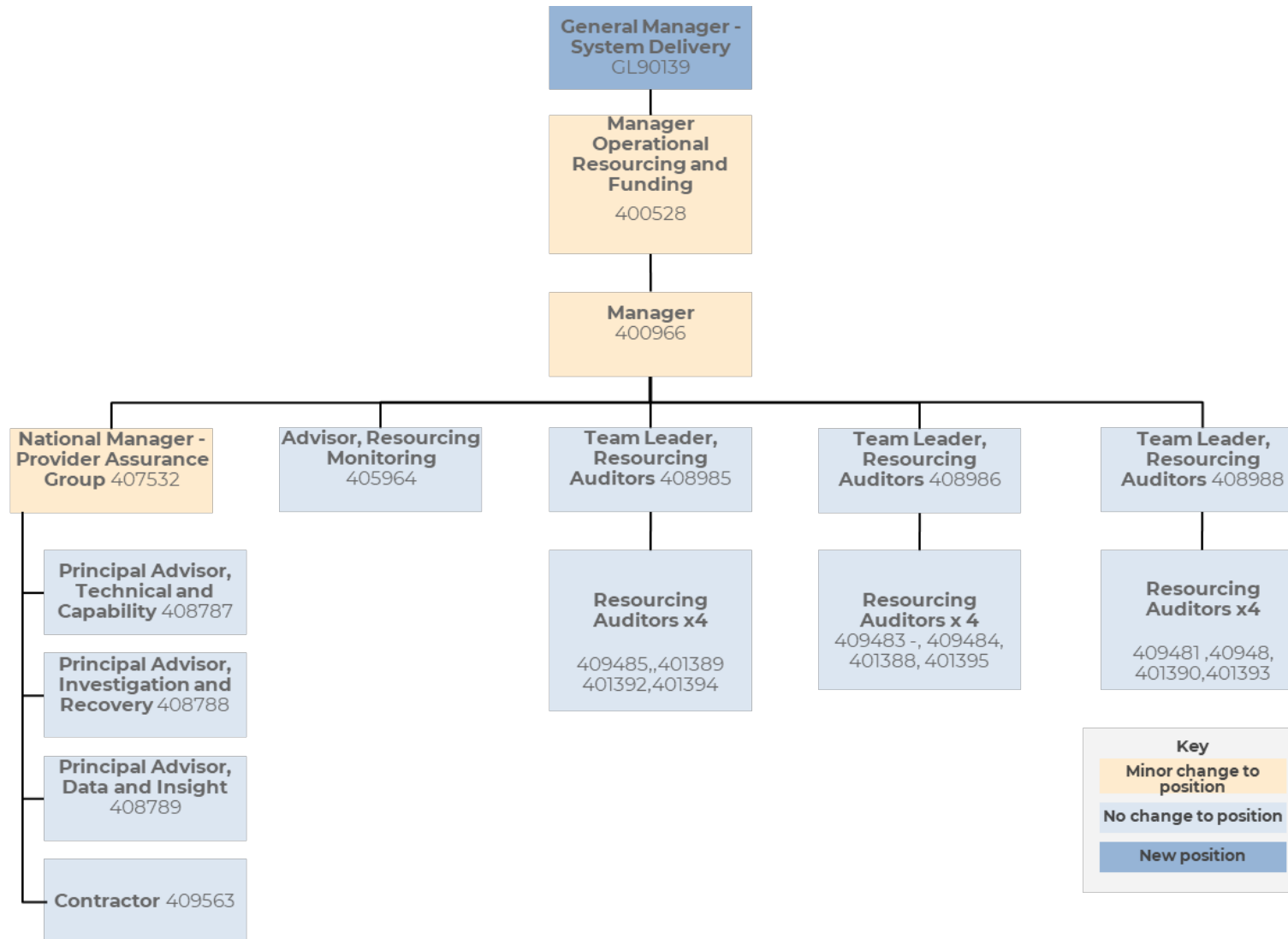
Confirmed positions and impacts relating to the Operational Resourcing and Funding function can be found in the [tables here](#).



## Operational Resourcing and Funding structure charts (1/2)



## Operational Resourcing and Funding structure charts (2/2)



### **3c. Establish an ERS function within the System Delivery group**

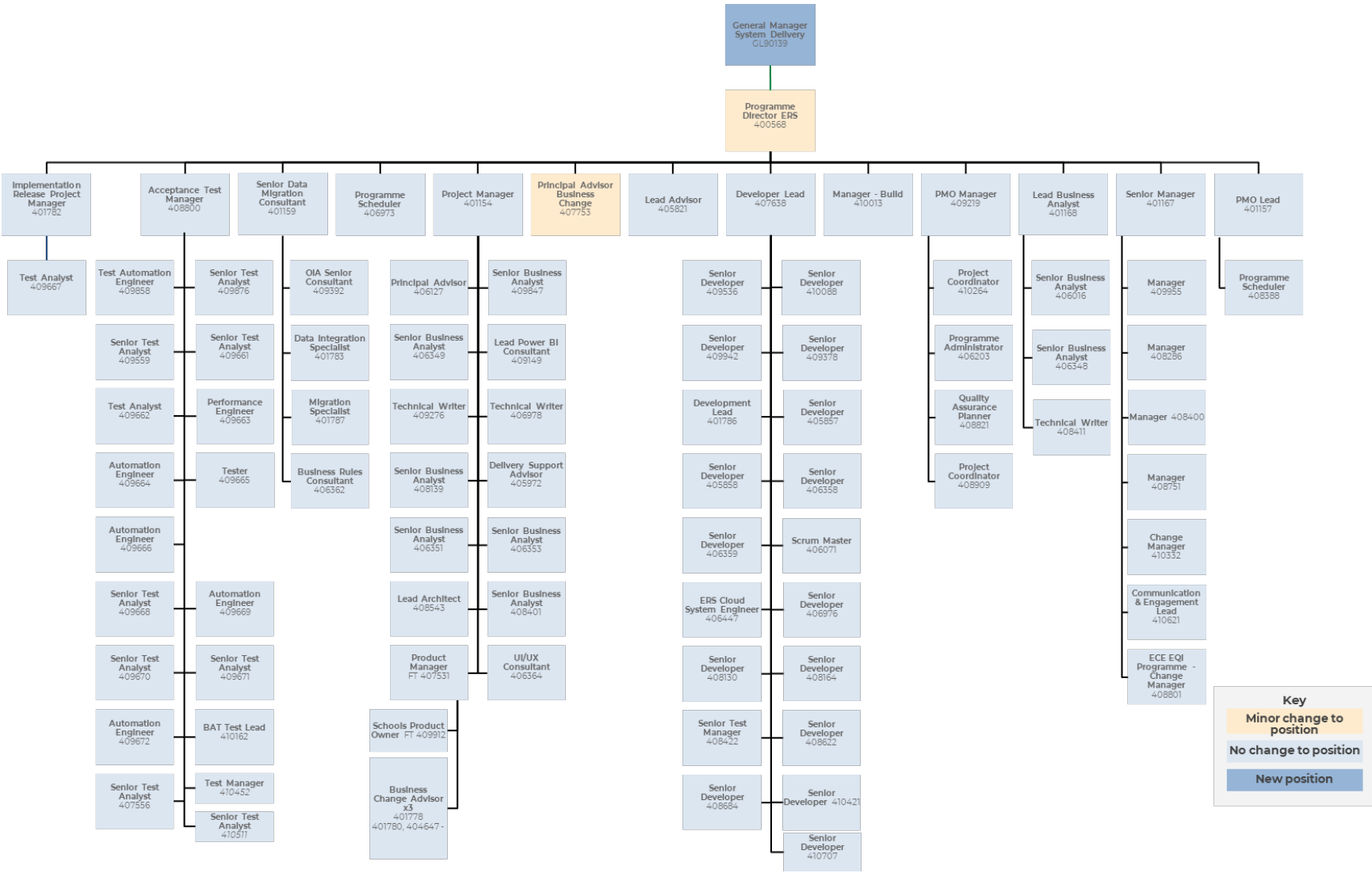
The ERS function will consist of the existing ERS team and will continue to deliver to its existing work programme as part of the System Delivery group.

I received feedback on the potential overlap of this team's functions with special projects. This feedback will be helpful as the new structure is established and as we develop our operating model and ways to work together.

I confirm the existing Programme Director ERS (400568) will have a change of reporting line to the General Manager System Delivery. To support the ERS function, I confirm the Principal Advisor Business Change (407753) will have a change of reporting line to the Programme Director ERS (400568).

Confirmed positions and impacts relating to the ERS function can be found in the tables in the [tables here](#).

ERS structure chart



### 3d. Establish a Partner Services function within the System Delivery group

The Partner Services team will centralise existing teams and bring a focus to realising benefits and active contract management capability. It will provide specialist knowledge to assist and support Te Mahau takiwā with the large volume of thirdparty provider funding across the motu, including managing programme and project budgets, and tracking appropriations as required.

I received feedback on a mismatch of skills and expertise of teams proposed for inclusion in this function. I acknowledge this and expect that as this team is established, we will work together to develop this function.

I also received feedback that the name Procured Services did not accurately reflect the work this function does. For this reason, I have decided to rename this function to Partner Services.

I confirm a new Manager Partner Services position will be established to lead the Partner Services function. I have decided not to establish an additional Team Manager within Provider Services and that the existing team will continue to report to Manager, Provider Services (410020).

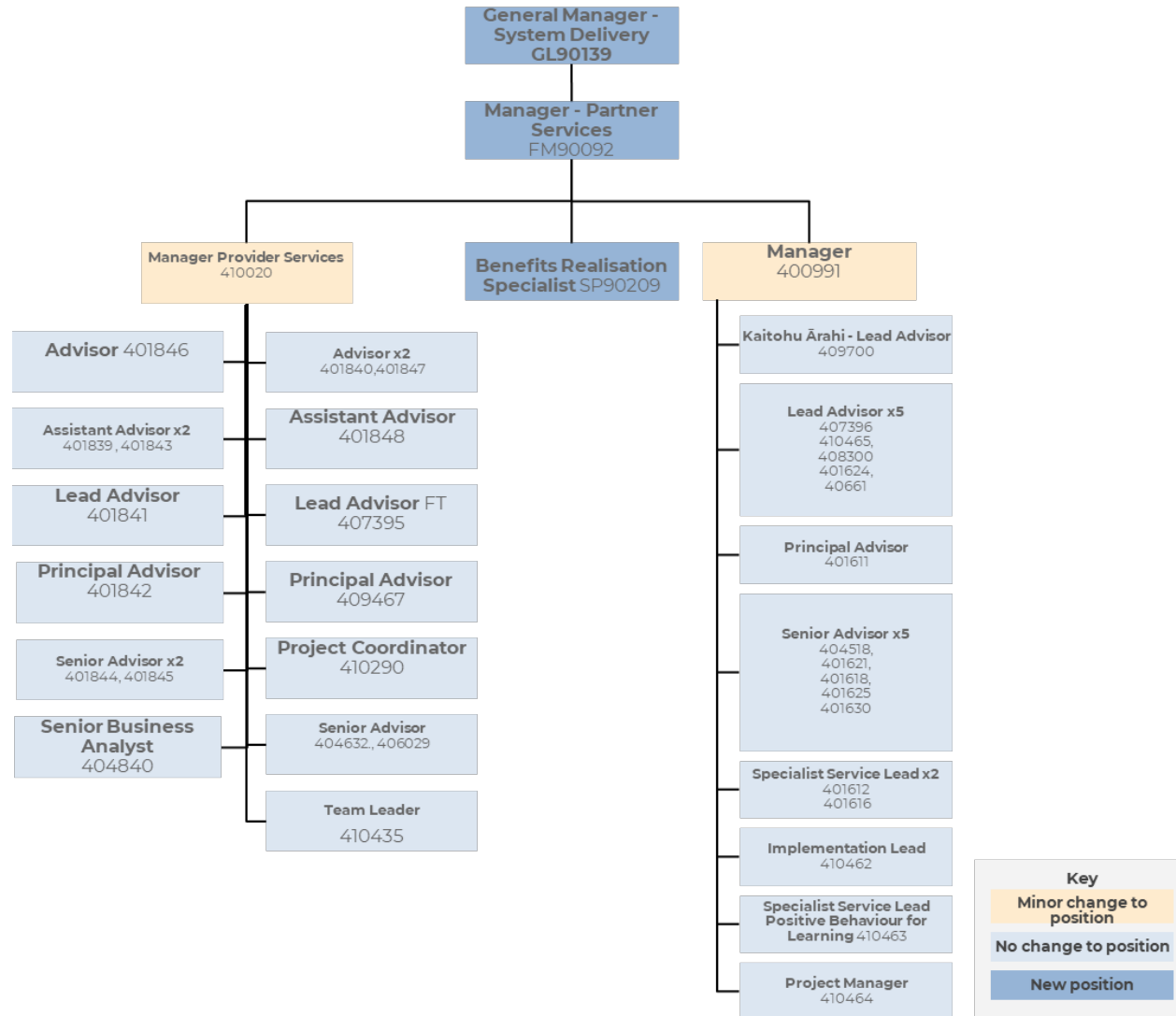
To support the Partner Services team, I confirm a new Benefits Realisation Specialist will be established and the following positions will have a change of reporting line to the Manager Partner Services:

- Manager Provider Services (410020)
- Manager (400991)

At this stage, I acknowledge that the teams reporting to the Manager Provider Services (410020) and Manager (400991) exceed the number of recommended direct reports. A priority for the Transition Phase will be working through a plan for addressing large numbers of direct reports.

Confirmed positions and impacts relating to the Partner Services function can be found in the [tables here](#).

## Partner Services structure chart



### 3e. Establish a Channels function within the System Delivery group

The Channels function has a role in making sure that resources such as technical support, teacher support, relevant guidance and policies, and opportunities for coordination are easily accessible. The Channels team will shift over time to become a central point for inbound contact. It will provide support to Te Mahau takiwā by providing a single place to refer anyone who needs support from the central parts of Te Tāhuhu. This team will work with the Delivery and Data and Insights functions to share information and insights appropriately.

I received feedback that the vision and scope of work for Channels needs to be clear. This feedback highlighted a risk that the advisory service this function provides may be diluted over time. These functions may be picked back up and brought into the Channels team over time as this function develops.

I received feedback that the functions of the Manager Operational Support are not aligned with the Channels team and I have confirmed they will now sit in the System Delivery Team reporting to Manager Operational Resourcing and Funding.

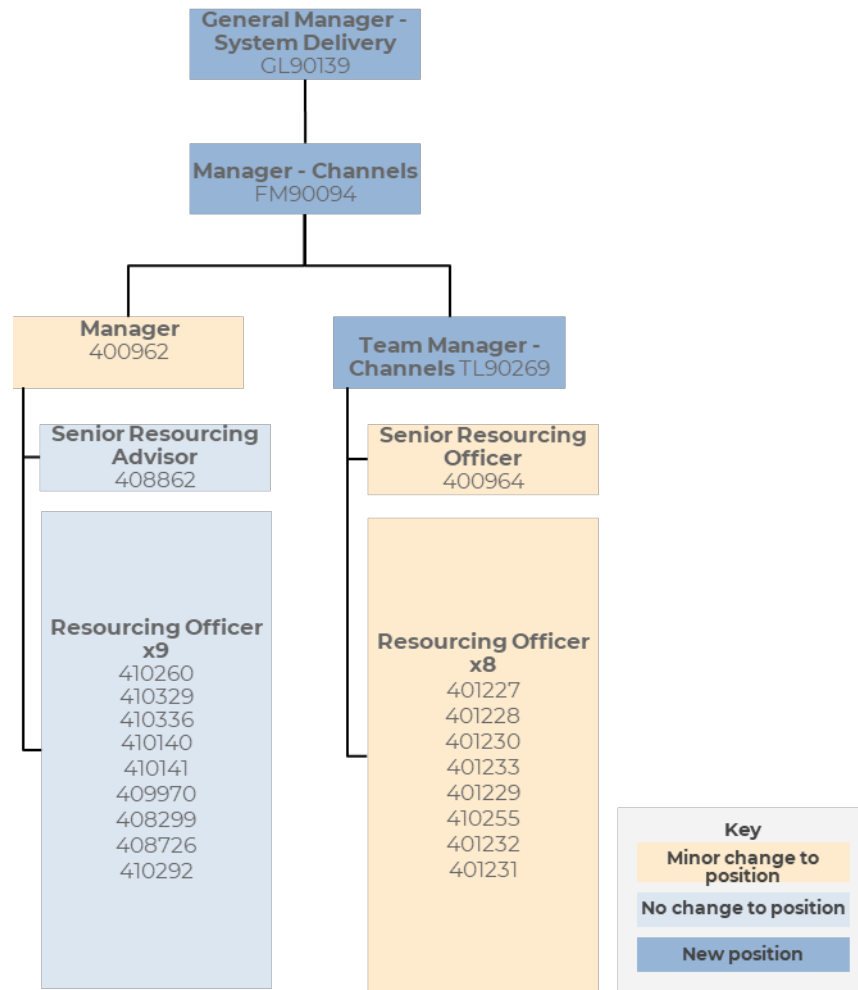
I confirm a new Manager Channels position will be established to lead the Channels function. To support the Channels team, I confirm a new Team Manager Channels will be established and the existing Manager (400962) will have a change of reporting line to the Manager Channels.

To support the Team Manager Channels, the following positions will have a change of reporting line to them:

- Senior Resourcing Officer (400964)
- Resourcing Officer (401227)
- Resourcing Officer (401228)
- Resourcing Officer (401230)
- Resourcing Officer (401233)
- Resourcing Officer (401229)
- Resourcing Officer (410255)
- Resourcing Officer (401232)
- Resourcing Officer (401231)

Confirmed positions and impacts relating to the Channels function can be found in the found in the [tables here](#).

## Channels structure chart





### **3f. Establish an Equity Index function within the System Delivery group**

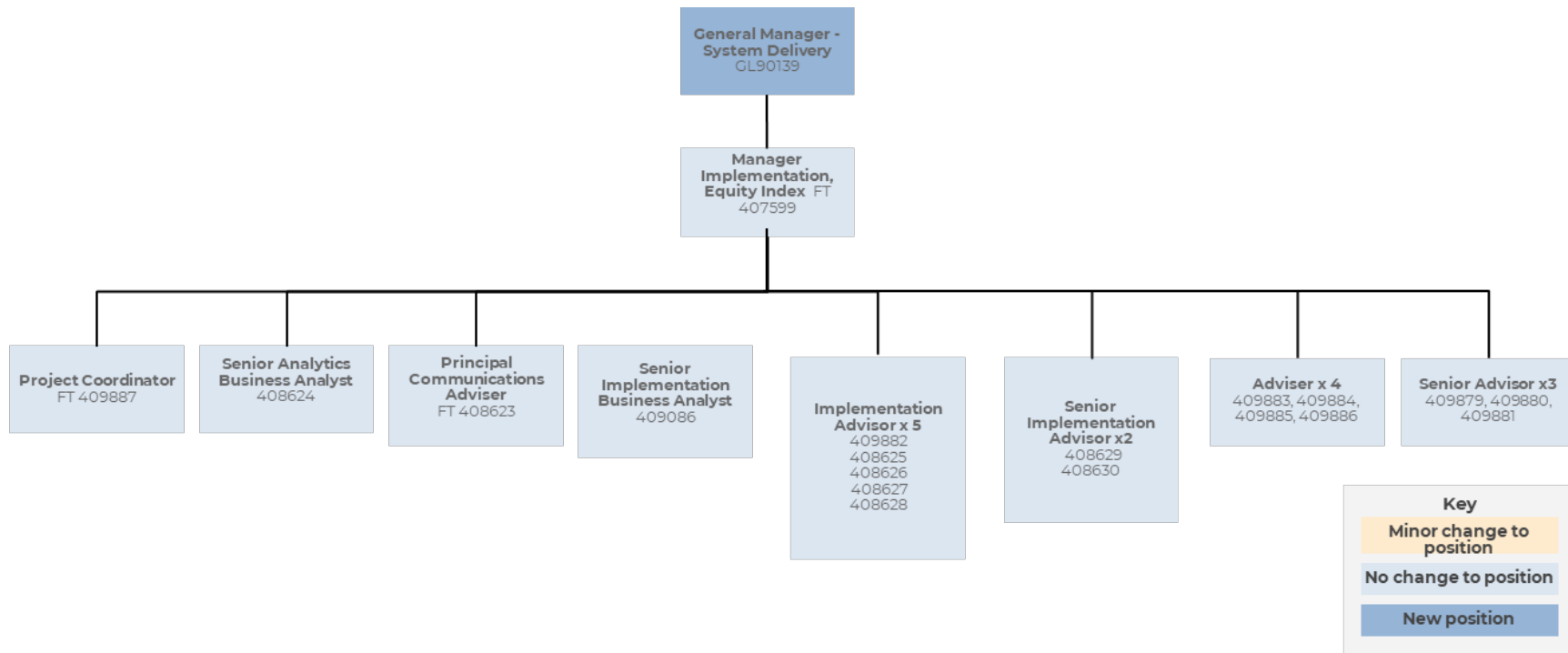
After consultation and following the splitting of the delivery team, I have decided the Equity Index function is better suited to the System Delivery group.

The Equity Index function will consist of the existing Implementation Equity Index team and will continue to deliver to its existing work programme as part of the System Delivery group.

I confirm the existing Manager Implementation Equity Index (407599) will have a change of reporting line to the General Manager System Delivery to lead the Equity Index function. Following consultation, I have decided not to establish two new Team Leader roles within this team. The roles that were proposed to report to the two new Team Leaders will now report to the Manager Implementation Equity Index and will no longer have a change in reporting line.

Confirmed positions and impacts relating to the Equity Index function can be found in the found in the [tables here](#).

## Equity Index structure chart

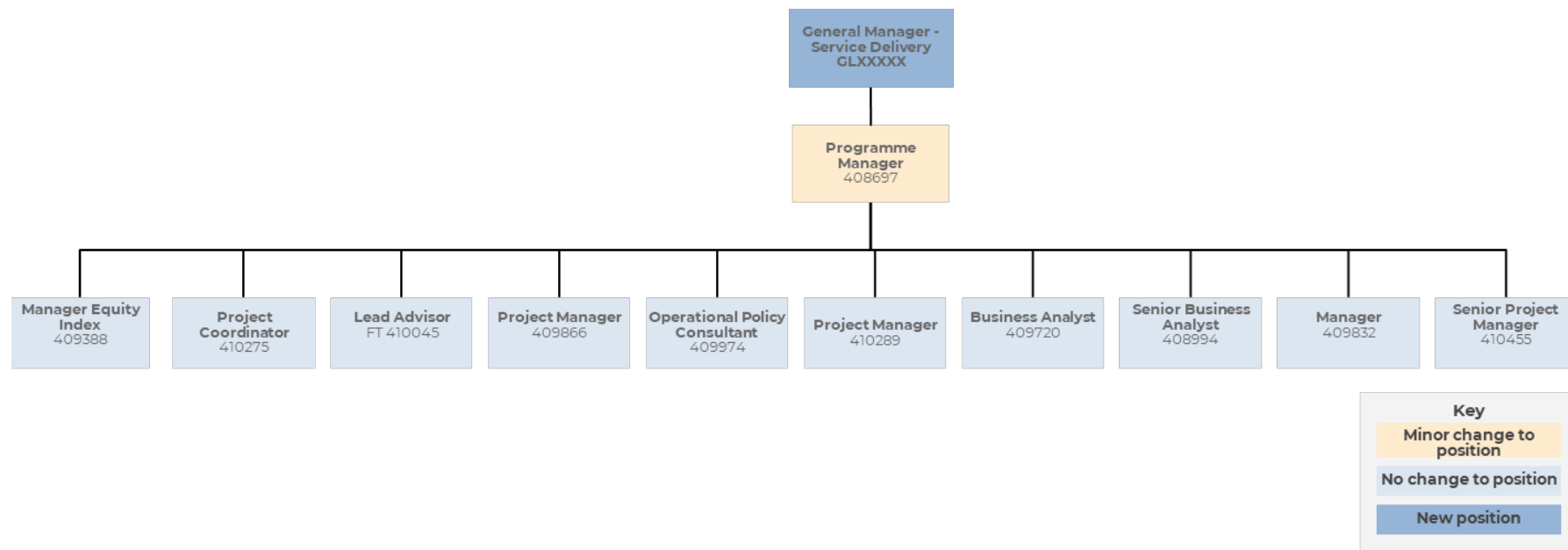


### 3g. Establish a Programmes function within the System Delivery group

The Programmes function will consist of the existing team that currently reports to the Programme Manager (408697) and will continue to deliver to its existing work programme as part of the System Delivery group. This includes early learning networks development, pay parity and parts of the Equity Index.

I confirm the existing Programme Manager (408697) position will have a change of reporting line to the General Manager System Delivery.

#### Programmes structure chart



# Ākonga and Community Delivery group

## What is Ākonga and Community Delivery and why is it important?

Following feedback, I have decided to split the proposed Delivery group into two distinct but connected functions: System Delivery and Ākonga and Community Delivery. This split makes the work involved in delivery more manageable, while allowing a stronger focus on delivering for those who are currently underserved.

The two Delivery groups will work closely together on delivery approaches for Te Pae Aronui. The key difference between the groups is their focus either on system enablers (System Delivery group), or ākonga and whānau (the Ākonga and Community Delivery group). I expect these groups to work cohesively to deliver services and support.

Our mission is to provide support and services that help achieve better outcomes for all ākonga and whānau. The Ākonga and Community Delivery function will develop and use systematic, deliberate approaches to make sure what we design is enhanced by how we deliver it and is focused on equity, including equity for Māori. This function will provide programmes and services both directly to the sector through Te Mahau takiwā, and also centrally when these are required to be nationally consistent, such as Ka Ora Ka Ako, our school lunch programme, and Ikura | Manaakitia te whare tangata – the provision of period products in schools.

The Ākonga and Community Delivery function brings together a range of skills and expertise focused on improving equity for ākonga and whānau, and communities. It will lead delivery of programmes across ākonga and whānau groups to support their access to learning, and achievement, including those who migrate here, have English as a second language, arrive to Aotearoa as refugees, and disabled people. Through this deliberate approach, our aim is to further realise ākonga Māori potential, aligning with and supporting Ka Hikitia – Ka Hāpaitia for excellent outcomes and creating a world class inclusive public education.

The delivery capability within this function will work closely with the Data and Insights, Design, and Sector Change and Implementation functions so that what we deliver and how we deliver it is informed by and closely aligned with the needs of those we are delivering for. A deliberate approach to delivering services based on the best intelligence about what works and what the sector needs is critical.

## What are the main changes confirmed?

### 4a. Establish a new General Manager Ākonga and Community Delivery position

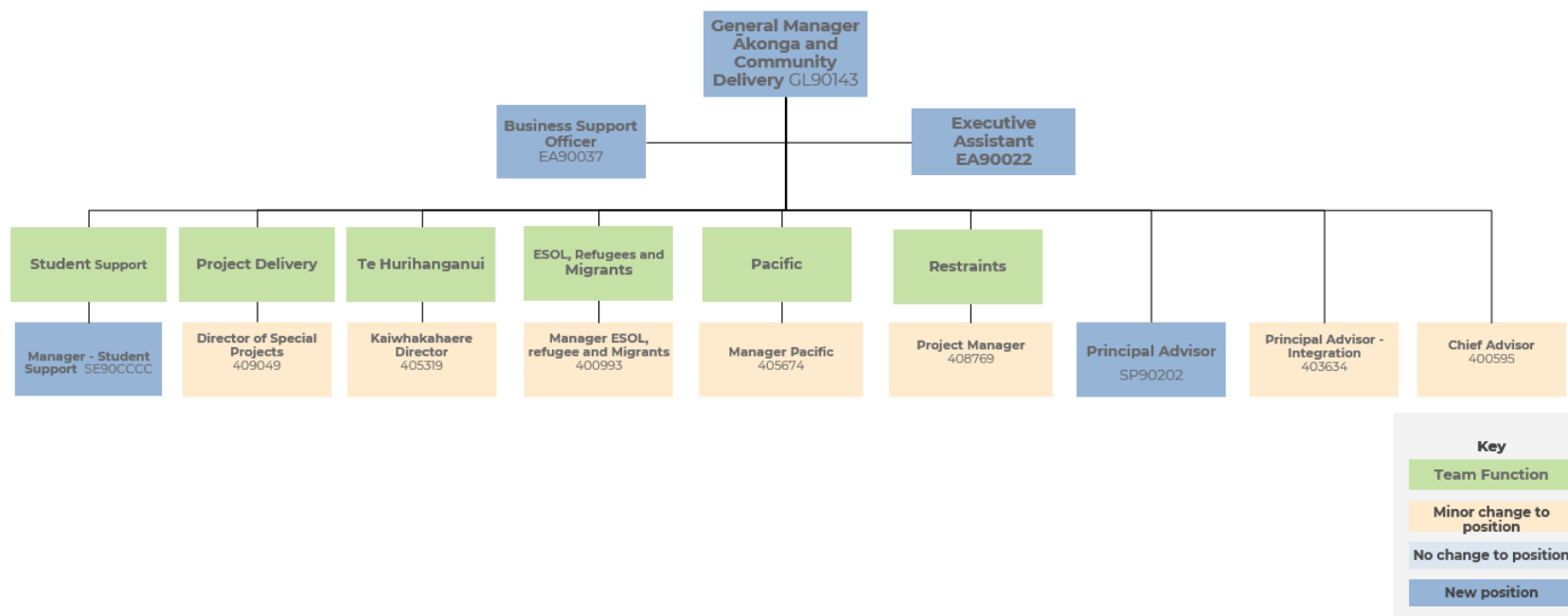
I confirm the new General Manager Ākonga and Community Delivery position will be established.

This position will lead the Ākonga and Community Delivery function and sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. A new Executive Assistant position will be established to provide executive support to the new position of General Manager Ākonga and Community Delivery. I confirm a new Business Support Officer position will be established as additional support to the System Delivery group.

I received feedback on the size of the proposed Delivery function, including concerns it would be too large, risking leadership of work programmes and people. I have considered the submissions and have decided to split the functions proposed for the Delivery function into two groups that both have a focus on delivery but across different focus areas. I can confirm that the focus of the Ākonga and Community Delivery function will be on providing services and supports that drive better and more equitable outcomes for ākonga and whānau.

The existing National Director PICI position and Associate Deputy Secretary Network and School Delivery will be disestablished as a result of this change.

## Ākonga and Community Delivery tiers 3 and 4 structure chart



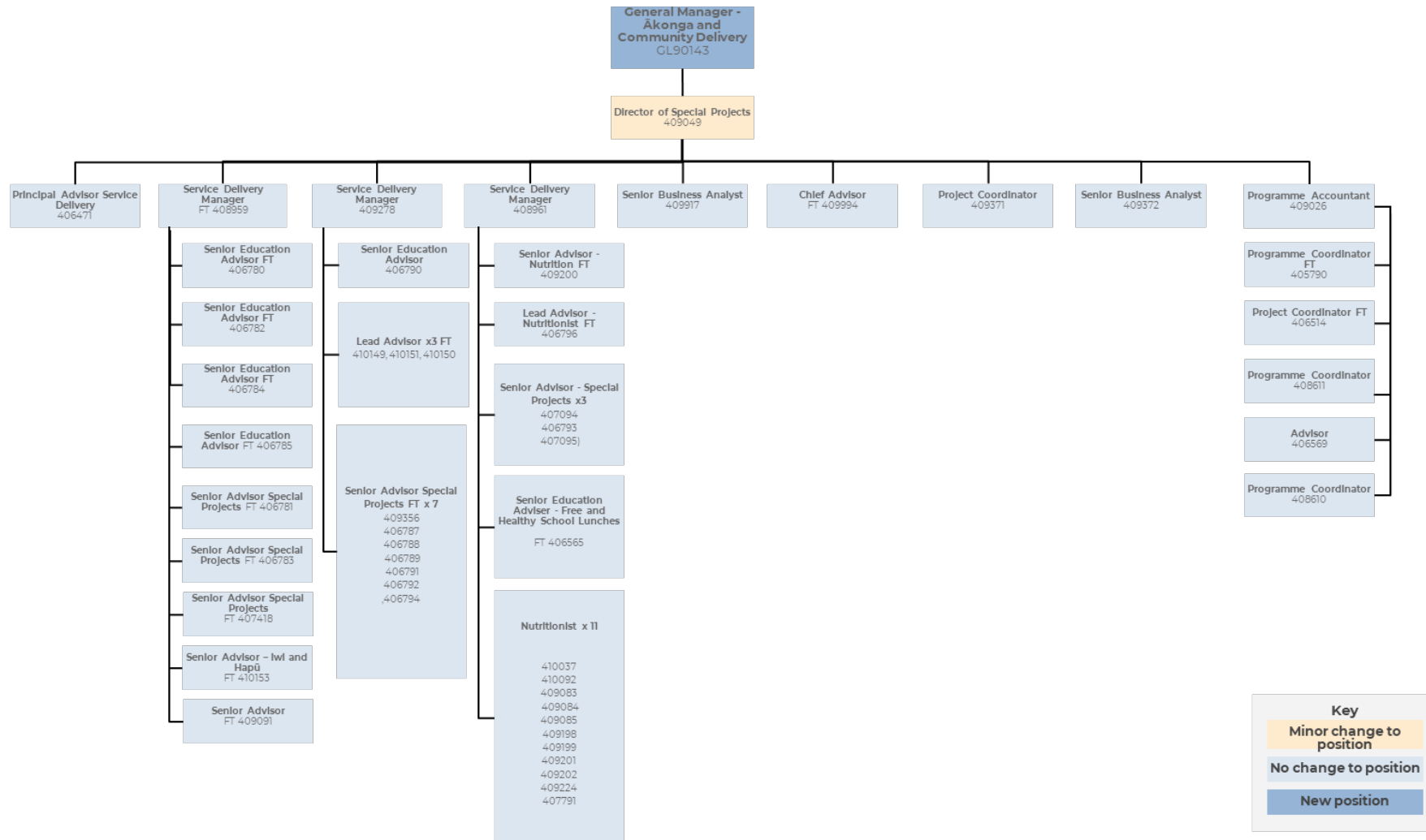
### 4b. Establish a Project Delivery function within the Ākonga and Community Delivery group

The Project Delivery function will consist of the existing Special Projects team and will continue to deliver to its existing work programme as part of the Ākonga and Community Delivery group.

I received feedback that this function could be positioned in other teams, including the Sector Change and Implementation group. I have considered this feedback and will keep this function within the Ākonga and Community Delivery group as it aligns with the purpose of this group and does not align with the purpose of the Sector Change and Implementation group, which does not deliver services.

I confirm the existing Director of Special Projects (409049) will have a change of reporting line to the General Manager Ākonga and Community Delivery. Confirmed positions and impacts relating to the Project Delivery function can be found in the [tables here](#).

## Project Delivery structure chart



#### **4c. Establish a Te Hurihanganui function within the Ākonga and Community Delivery group**

Te Hurihanganui function will consist of the existing Te Hurihanganui team and will continue to deliver to its existing work programme as part of the Ākonga and Community Delivery group.

I received feedback on the position of Te Hurihanganui within the proposed structure and how it would affect this team's ability to deliver on the kaupapa of innovative system change. I considered this feedback however I can confirm Te Hurihanganui is most appropriately placed within the Ākonga and Community Delivery group.

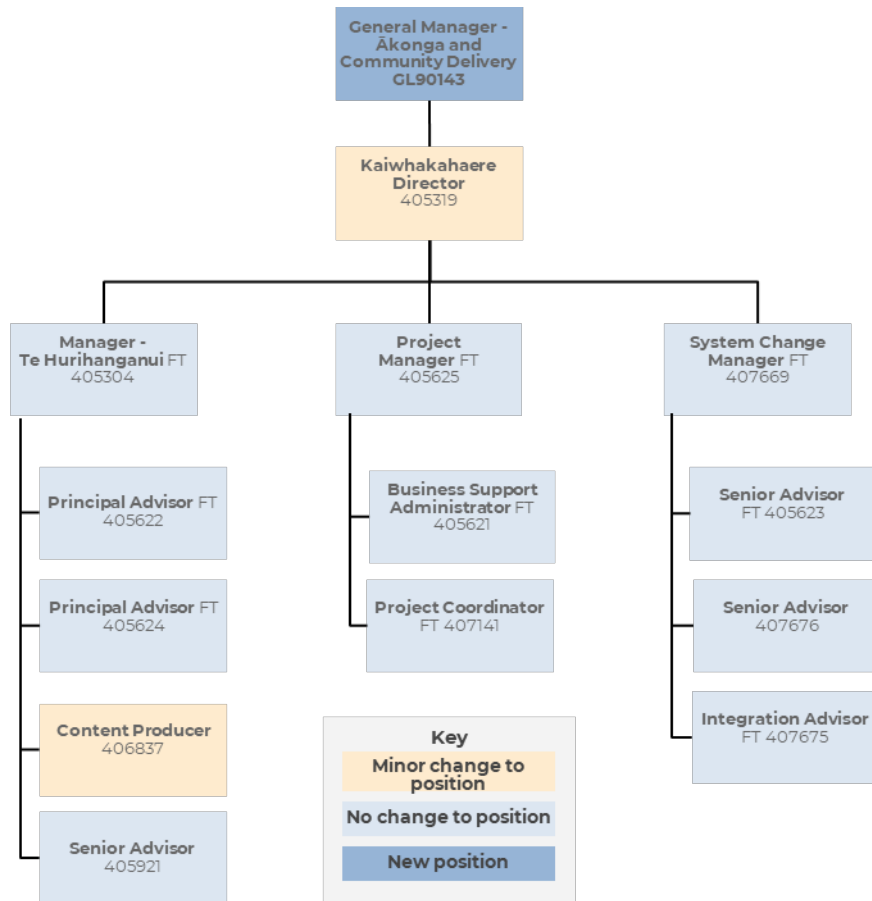
I confirm the existing Kaiwhakahaere Director (405319) position will have a change of reporting line to the General Manager Ākonga and Community Delivery.

The Change Manager - Te Hurihanganui (405304) will also have a change in role title to Manager - Te Hurihanganui to better reflect its function.

Confirmed positions and impacts relating to Te Hurihanganui function can be found in the found in the [tables here](#).



## Te Hurihanganui structure chart



#### **4d. Establish an ESOL, Refugee and Migrants function within the Ākonga and Community Delivery group**

The ESOL, Refugee and Migrants function will consist of the existing ESOL, Refugee and Migrants team and will continue to deliver to its existing work programme as part of the Ākonga and Community Delivery group.

I received feedback on the location of these functions and teams, and suggestions on alternative locations, including Te Poutāhū and the takiwā. Other feedback I received agreed with the positioning of this function with other equity-focused functions. On balance, I confirm the ESOL, Refugee and Migrants function will be positioned with other functions that hold a focus on ākonga outcomes within the Ākonga and Community Delivery group.

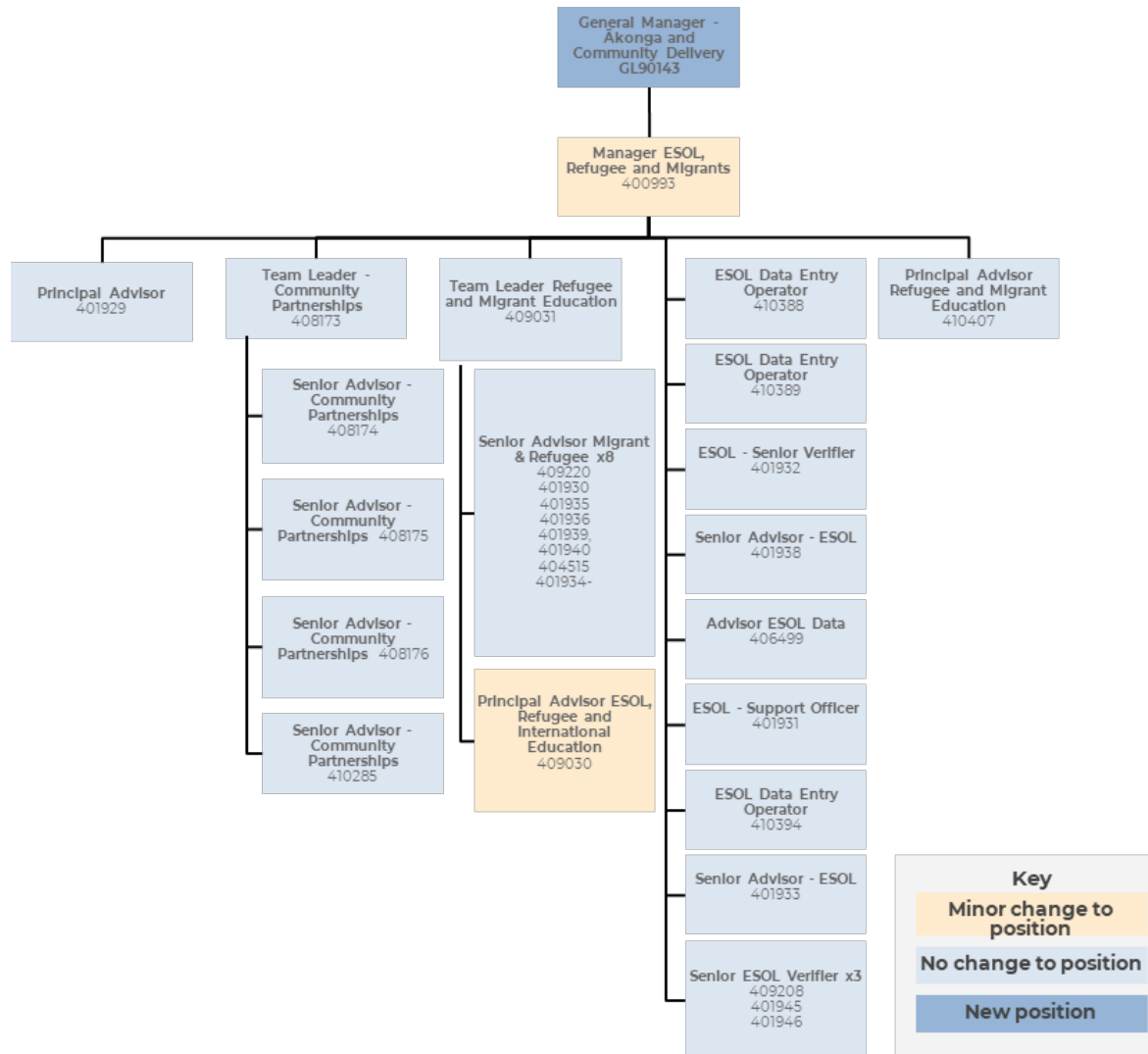
I also received suggestions for the establishment of a new Chief Advisor Equity Ethnic Learners position. I have taken this into consideration; however, I have decided not to progress with this suggestion at this time.

I confirm the existing Manager (400993) position will have a change of reporting line to the General Manager Ākonga and Community Delivery. I also confirm this position will have a change of position title to Manager ESOL, Refugee and Migrants.

To support Team Leader Refugee and Migrant Education (409031), I confirm the existing Principal Advisor ESOL, Refugee and International Education (409030) will have a change in reporting line to this position.

Confirmed positions and impacts relating to the ESOL, Refugee and Migrants function can be found in the found in the [tables here](#).

## ESOL, Refugee and Migrants structure chart



#### **4e. Establish a Pacific function within the Ākonga and Community Delivery group**

I received feedback on the location and visibility of the Pacific functions within the proposed design including concerns that it would limit the recognition and importance of our work with Pacific communities. I have considered this feedback and have elevated the Pacific team within the newly-established Ākonga and Community Delivery function.

I recognise the work of the Programme Delivery team in their specific role supporting Pacific communities, it will be renamed the Pacific team within the Ākonga and Community Delivery group. This team will continue to deliver to its existing work programme, including Talanoa Ako, Reading Together and the Pacific Learners Support Programme.

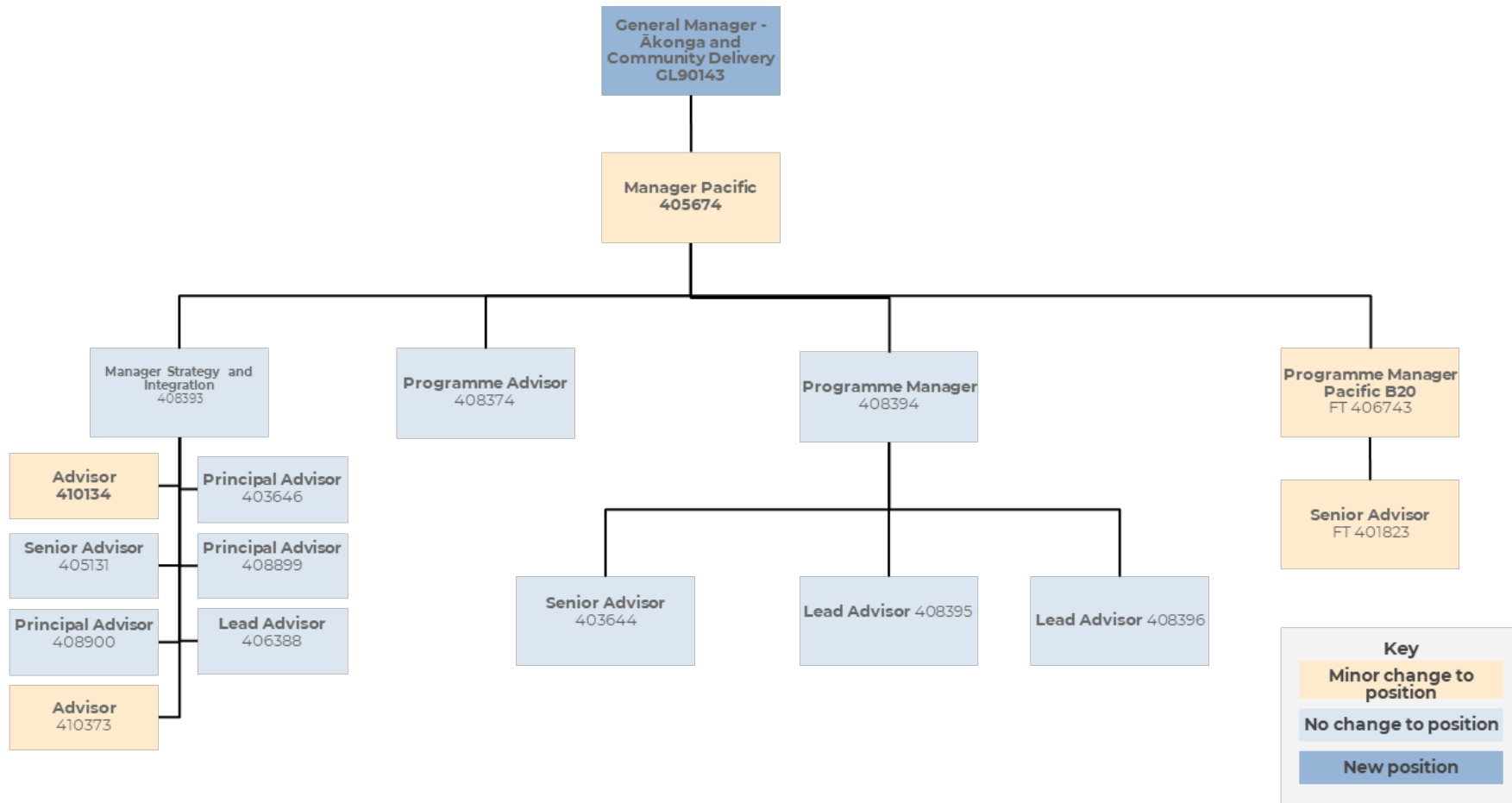
I confirm the existing Programme Director (405674) position will have a change of reporting line to the General Manager Ākonga and Community Delivery and a change of position title to Manager Pacific. To support the Pacific team, the Programme Manager Pacific B20 (406743) will have a change of reporting line to the Manager Pacific.

To support Programme Manager Pacific B20 (406743), I confirm the existing Senior Advisor (401823) will have a change in reporting line to this position.

To support Manager Strategy and Integration (408393), I confirm the existing Advisor (410134) and Advisor (410373) positions will have a change in reporting line to this position.

Confirmed positions and impacts relating to the Pacific function can be found in the found in the [tables here](#).

## Pacific structure chart



#### 4f. Establish a Restraints function within the Ākonga and Community Delivery group

The Restraints function will consist of the existing Restraints Programme team and will continue to deliver to its existing work programme as part of the Ākonga and Community Delivery group.

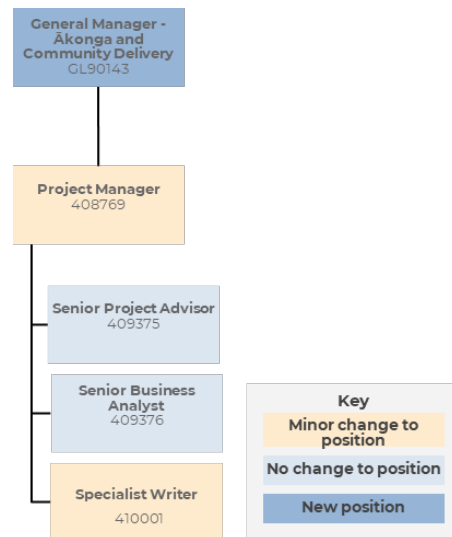
I received feedback on the location of the restraints programme within the proposed equity team, with suggestions that this would be better positioned within regulatory. I have taken this into consideration and have decided that this function will be placed within the Ākonga and Community Delivery group. A close proximity with other functions focused on ākonga outcomes will help this team to provide support and guidance to the sector that positions ākonga and whānau at the centre.

I confirm the existing Project Manager (408769) position will have a change of reporting line to the General Manager Ākonga and Community Delivery.

To support Project Manager (408769), I confirm the existing Specialist Advisor position (410001) will have a change in reporting line to this position.

Confirmed positions and impacts relating to the Restraints function can be found in the found in the [tables here](#).

#### Restraints structure chart



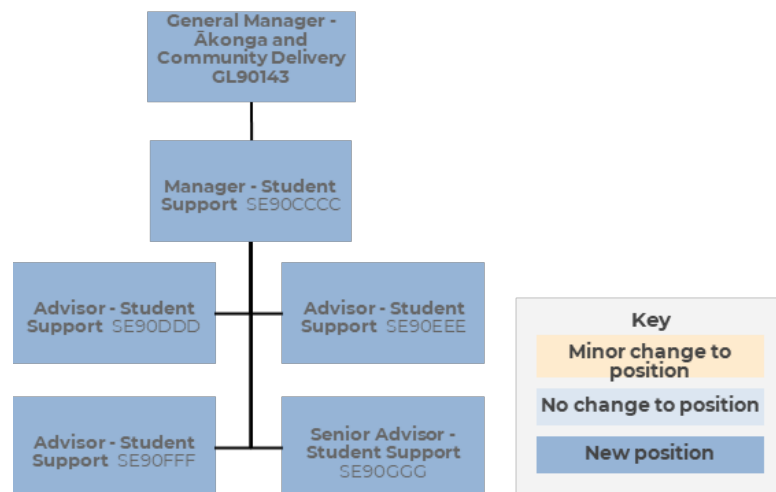
#### 4g. Establish a Student Support function within the Ākonga and Community Delivery group

I received feedback on a lack of visibility of the school support activities Te Pae Aronui provides to the sector, in particular that these are being delivered by various teams. There were suggestions to establish a function that centralises these within one team to maximise efforts. I have considered this feedback and will establish a Student Support function within the Ākonga and Community Delivery group, which will take responsibility for the various activities across Te Pae Aronui over time. The appropriate activities and work programme for this new function will be developed together with relevant teams as part of the transition phase.

I am creating a dedicated Student Support Team that will provide targeted support and delivery of programmes such as surrender and retention guidance, drug testing, enrolment systems and eligibility, student management systems, custody issues, family harm, after school programmes, and support for rainbow/LGBTIQ+ students.

I confirm the establishment of a new Manager Student Support position to lead the Student Support function. To support the Student Support function I also confirm a new Senior Advisor and three new Advisor positions will be established.

#### Student Support structure chart



#### **4h. Establish a new Principal Advisor position within the Ākonga and Community Delivery group**

I confirm a new Principal Advisor position will be established within the Ākonga and Community Delivery group. This position will report to the General Manager Ākonga and Community Delivery. 4i. Reporting line change to Principal Advisor - Integration (403634) position to the General Manager Ākonga and Community Delivery

The existing Principal Advisor - Integration (403634) position will have a change of reporting line to the General Manager Ākonga and Community Delivery.

#### **4j. Reporting line change for Chief Advisor (400595) to General Manager Ākonga and Community Delivery**

The existing Chief Advisor (400595) position will have a change in reporting line to the General Manager Ākonga and Community Delivery.



# Sector Change and Implementation group

## What is Sector Change and Implementation and why is it important?

This group will focus on supporting Te Tāhuhu teams to successfully implement supports, services and policies that impact on the sector, the frontline, and ākonga and whānau. It will lead the coordination and oversight of all Te Tāhuhu change activity to provide a cohesive and integrated view of education changes planned for the sector. As the key connection point for external change activity across Te Tāhuhu, it is an essential function that will provide greater cohesion and connection from programme implementation to outcomes and then back through into the design of future initiatives.

This new function establishes capability to assess readiness for change, the requirements for effective implementation, and understanding of the impacts on the sector, communities and ākonga and whānau. It will share this understanding with teams across Te Tāhuhu before, during and after the implementation of new or improved supports, services and policies so our approach and practices can be continuously improved. A particular focus of this continuous improvement will involve gathering and sharing how services, supports and policies are implemented to actively protect Māori interests, lifting our collective capability to give effect to te Tiriti across our change activities.

The Sector Change and Implementation function will phase the delivery of change to the sector. This will involve taking a more comprehensive and managed approach to prioritising what is delivered, when and to whom. To support this, a national schedule will be created to support the management of all change implementation across Te Tāhuhu.

This is a significant shift from our current ways of working in how we support our frontline staff to implement change and ensure the sector is ready for it.

## What are the main changes confirmed?

### 5a. Establish a new General Manager Sector Change and Implementation position

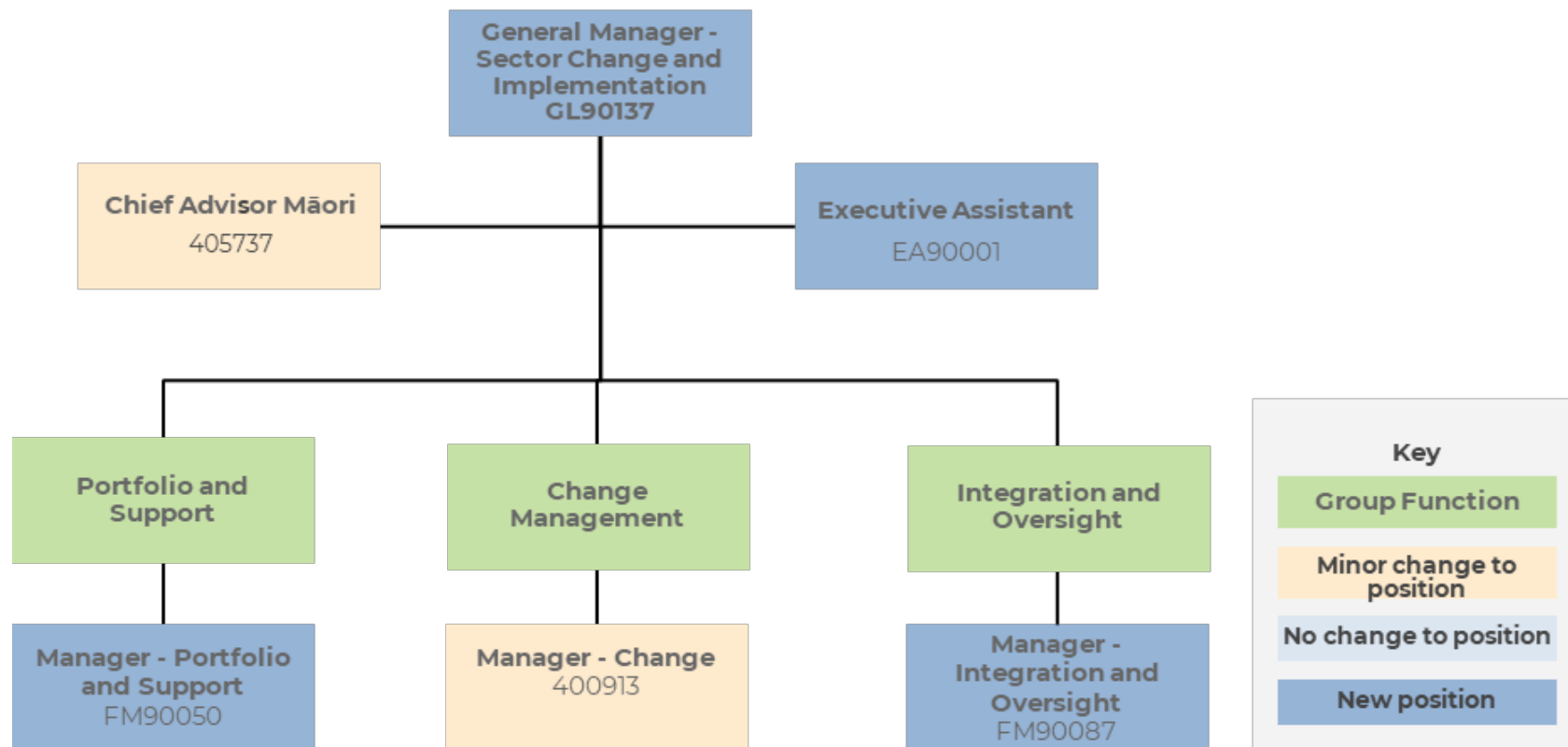
I confirm the new General Manager Sector Change and Implementation position will be established.

This position will lead the Sector Change and Implementation function and sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. I confirm a new Executive Assistant position will be established to provide executive support to the new position of General Manager Sector Change and Implementation.

I had proposed a new group named Change Management and Implementation. Based on feedback that there could be confusion regarding the focus of this function, I have decided to change the name of this team to Sector Change and Implementation, which reinforces the external and sector facing aspect of change this group is responsible for.

I also received feedback on the potential for confusion with the EPMO function within Corporate. The name change will also help clarify the difference in the two functions and the purpose of this group.

### Sector Change and Implementation tiers 3 and 4 structure chart



## **5b. Establish a Portfolio and Support function within Sector Change and Implementation group**

The Portfolio and Support team oversees the implementation of major work programmes delivering change into Te Mahau takiwā and the sector. This team will provide oversight, strategic planning, analysis, reporting and advice to programme governance for the successful implementation of services, supports and policies. Programme Managers will have a programme of work related to a release cycle and will work across Te Tāhuhu to oversee the delivery of the tranche of activities within the planned release cycle. This will inform and align with the broader integration schedule that will capture all Te Tāhuhu change related activities intended for the sector.

I received feedback on the similarities of functions within this group, with suggestions that I merge teams together. I have considered this feedback and have decided to consolidate the Portfolio Management, Portfolio Equity, and Programme Support Office teams to streamline this group. I also received submissions that this function would require more resource to meet demand. As this function matures there may be opportunities to bring in additional resources as required.

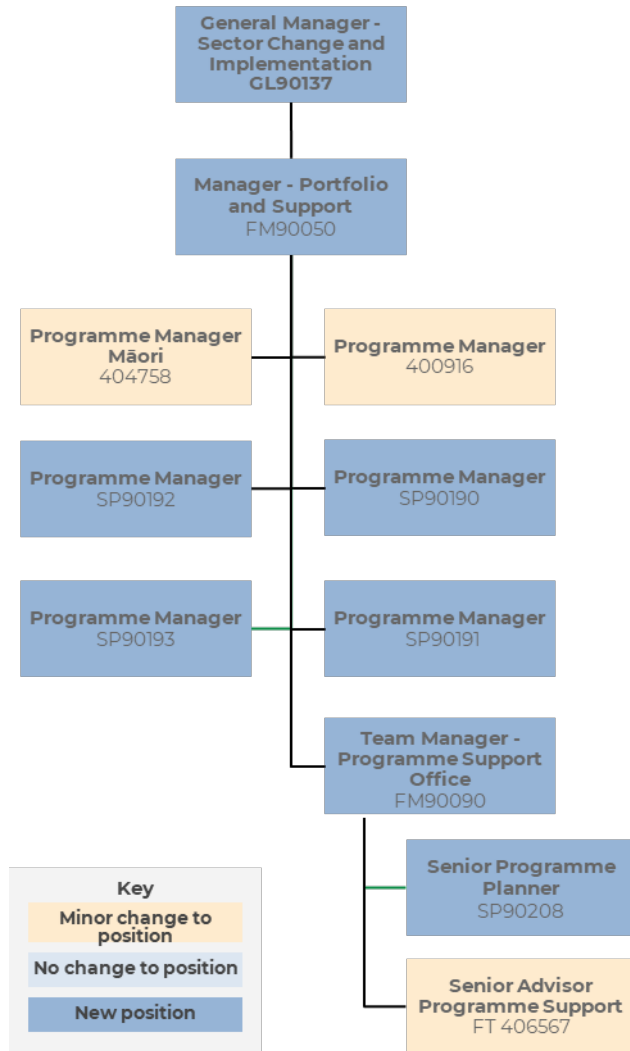
I confirm a new Manager Portfolio and Support position will be established to lead the Portfolio and Support team. To support the Portfolio and Support team, I confirm four new Programme Manager positions and a new Team Manager Programme Support Office position will be established and the following positions will have a change of reporting line to the Manager Portfolio and Support:

- Programme Manager (400916)
- Programme Manager Māori (404758)

To support the Team Manager Programme Support position, I confirm a new Senior Programme Planner position and a change in reporting line for the existing Senior Advisor Programme Support (406567) to the Team Manager – Programme Support Office.

Position impacts relating to the Portfolio and Support function can be found in the found in the [tables here](#).

## Portfolio and Support structure chart



### **5c. Establish a Change Management function within Sector Change and Implementation group**

The Change Management function will oversee the implementation of change, supports, services and policies to the regions and the sector. This function will support Te Pae Aronui and Te Mahau staff to prepare for external change and understand its impacts. This approach will be tailored to the size and complexity of change being considered so staff are well prepared and enabled to support the sector, ākonga and whānau through change.

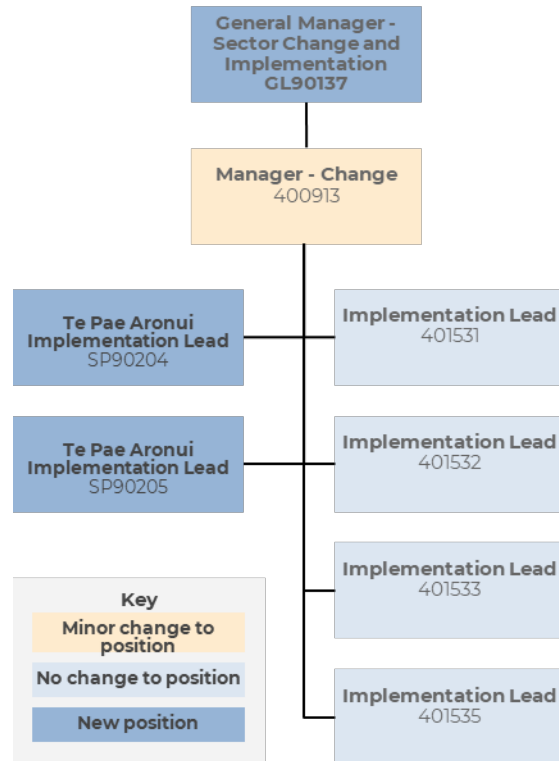
Feedback expressed concern that it wasn't clear where change activity for Te Pae Aronui initiatives would be managed, between design and delivery functions. I have considered this feedback and I agree we will need resources focused on the implementation of Te Pae Aronui changes and that this should sit in the Sector Change and Implementation group. I have therefore decided to include additional roles that will support Te Pae Aronui focused implementation.

Feedback also suggested that Te Pae Aronui delivery projects could sit within this team, however I have decided these are more appropriately located in Delivery.

I confirm the existing Manager Change (400913) position will have a change of reporting line to the General Manager Sector Change and Implementation and lead the Change Management team. To support the Change Management function, I confirm two new Te Pae Aronui Implementation Lead positions will be established.

Position impacts relating to the Change Management function can be found in the found in the [tables here](#).

## Change Management structure chart



#### **5d. Establish an Integration and Oversight function within the Sector Change and Implementation group**

The Integration and Oversight function will support the integration of programme activities throughout Te Mahau and Te Tāhuhu. This team will collaborate across all Te Tāhuhu groups and programme teams to maintain a view of relationships, interdependencies and other changes occurring.

They will work closely with Te Mahau takiwā to understand all planned changes, including its cumulative impact and make sure it is released as complementary packages of initiatives that maximise impact. It will achieve this through the development and maintenance of a master integration schedule. This schedule will support planned and manageable implementation so that ākongā and whānau and the sector are informed of, and experience change in a positive way. This team will work with the regionally-based Operations and Integration teams in Te Mahau takiwā, as part of the prioritisation and planning of the roll out of new initiatives.

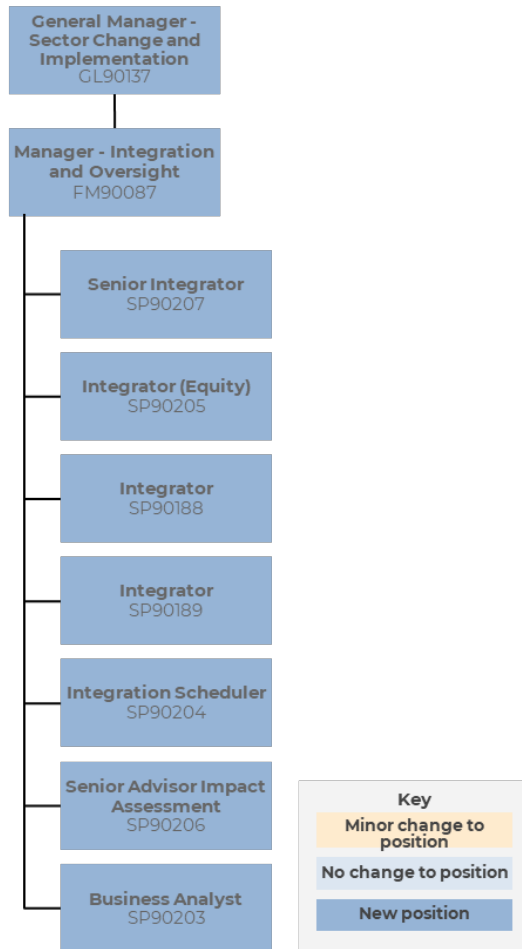
I received feedback on the overlap of the Integration and Oversight function with the Portfolio Management function, with suggestions to combine this into one team. The functions of these teams, while related and will need to work together, are distinct.

I received some questions regarding the difference between the Integration and Oversight function and the enterprise Programme Management Office (ePMO). The Integration and Oversight function is focused on sector-facing change, whereas the ePMO is focused on Te Tāhuhu-wide change programme.

I confirm a new Manager Integration and Oversight position will be established. To support the Integration and Oversight team, I confirm the following new positions will be established:

- one Senior Integrator
- one Integrator (Equity)
- two Integrator(s)
- one Senior Advisor Impact Assessment
- one Business Analyst
- one Integration Scheduler

## Integration and Oversight structure chart



### 5e. Reporting line change for Chief Advisor Māori (405737) to General Manager Sector Change and Implementation

The existing Chief Advisor Māori (405737) position will have a change in reporting line to the General Manager Sector Change and Implementation.



# Network and Regulatory group

## What is Network and Regulatory and why is it important?

Te Pae Aronui has an important role in the regulation and shaping of the education environment.

While regulation is ultimately a shared accountability across all of Te Mahau, the role of this function is to provide support, advice and direction across our regulatory activities so that we are meeting these responsibilities. I have chosen to add the Network Delivery team into this function. There is strong alignment with the Network team and Regulation as they are both key levers to shape the sector. As a result, I am changing the name originally proposed for this group (Regulatory) to Network and Regulatory.

As a modern regulatory function this group will not only respond to issues, but will focus on building a transparent, accountable, inclusive, equitable and collaborative approach to support people to understand the expectations of them under the regulation system, and what they need to do to meet obligations. It will also support people to understand what they can expect from the system.

This group also includes Schooling Network. This group is focused on supporting regions to manage schooling change based on legislative requirements.

The Network and Regulatory function will act as a national centre of expertise while being connected across the sector through Te Mahau takiwā. This function supports Te Mahau frontline teams by developing strategic network plans for the schooling network. It also provides nationally consistent regulatory frameworks and acts as an escalation point for issues in the regions. Strong relationships with wider groups such as Te Pou Kaupapahere | Policy will strengthen the regulatory framework while lifting our regulatory delivery and improving quality assurance activities.

The Network and Regulatory function will develop working relationships with other regulatory agencies within the same or related regulatory systems. Intelligence will be shared to manage regulatory gaps or overlaps to minimise the regulatory burden on regulated parties and enhance the effectiveness of the regulatory system.

## What are the main changes confirmed?

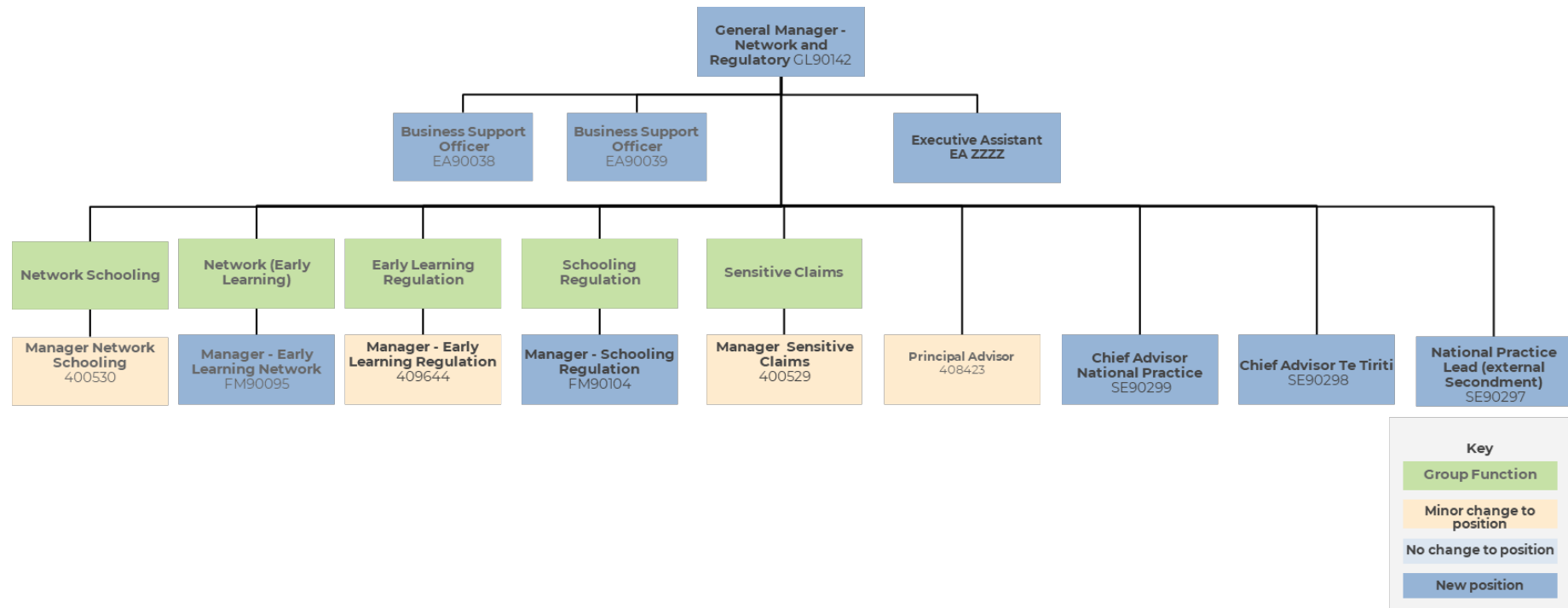
### 6a. Establish a new General Manager Network and Regulatory position

I confirm the new General Manager Network and Regulatory position will be established, noting the name change from that in the proposal (General Manager Regulatory).

This position will lead the Network and Regulatory function and sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. A new Executive Assistant position will be established to provide executive support to the new position of General Manager Network and Regulatory. I confirm two new Business Support Officer positions will be established as additional support to the System Delivery group.

The existing Associate Deputy Secretary Early Learning, Claims and Engagement will be disestablished as a result of this change.

### Network and Regulatory structure chart



## **6b. Establish an Early Learning Regulation function within the Network and Regulatory group**

The Early Learning Regulation function will consist of the existing Early Learning Regulation team and will continue to deliver to its existing work programme as part of the Network and Regulatory group.

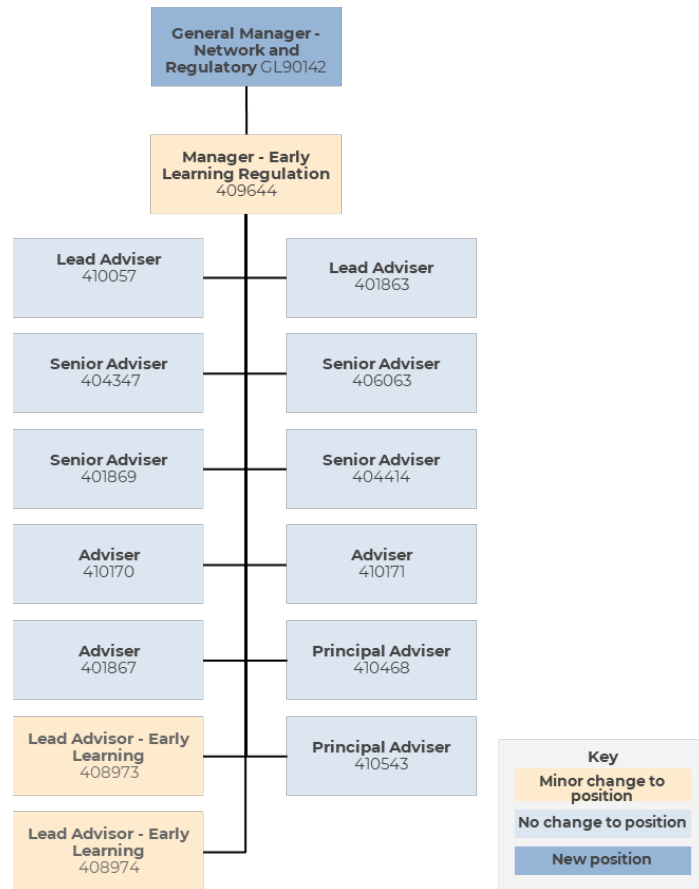
As with other feedback received on Early Learning, there were submissions on the fragmentation of these teams and functions. As already mentioned, I have taken this feedback into consideration and while I have decided that the Early Learning Regulation function will remain part of the Network and Regulatory group, I expect this function to continue to collaborate with other Early Learning focused teams across Te Pae Aronui and Te Tāhuhu.

I confirm the existing Manager Early Learning Regulation (409644) position will have a change of reporting line to the General Manager Network and Regulatory.

Within the Early Learning Regulation function, I confirm the existing Lead Advisor - Early Learning positions (408973) and (408974) will have a change of reporting line to the Manager Early Learning Regulation (409644).

Confirmed positions and impacts relating to the Early Learning Regulation function can be found in the found in the [tables here](#).

## Early Learning Regulation structure chart



### **6c. Establish a Schooling Regulation function within the Network and Regulatory group**

The School Governance function will work in a collaborative way with the sector to provide timely, accurate and expert regulatory support so that schools are compliant with legislative requirements and obligations. It will have national oversight of statutory interventions, school planning and reporting, board constitutions and elections and school governance. This national oversight extends to assisting with the operation of the Schools Intervention Management System, the electronic workflow for approval and monitoring of statutory interventions.

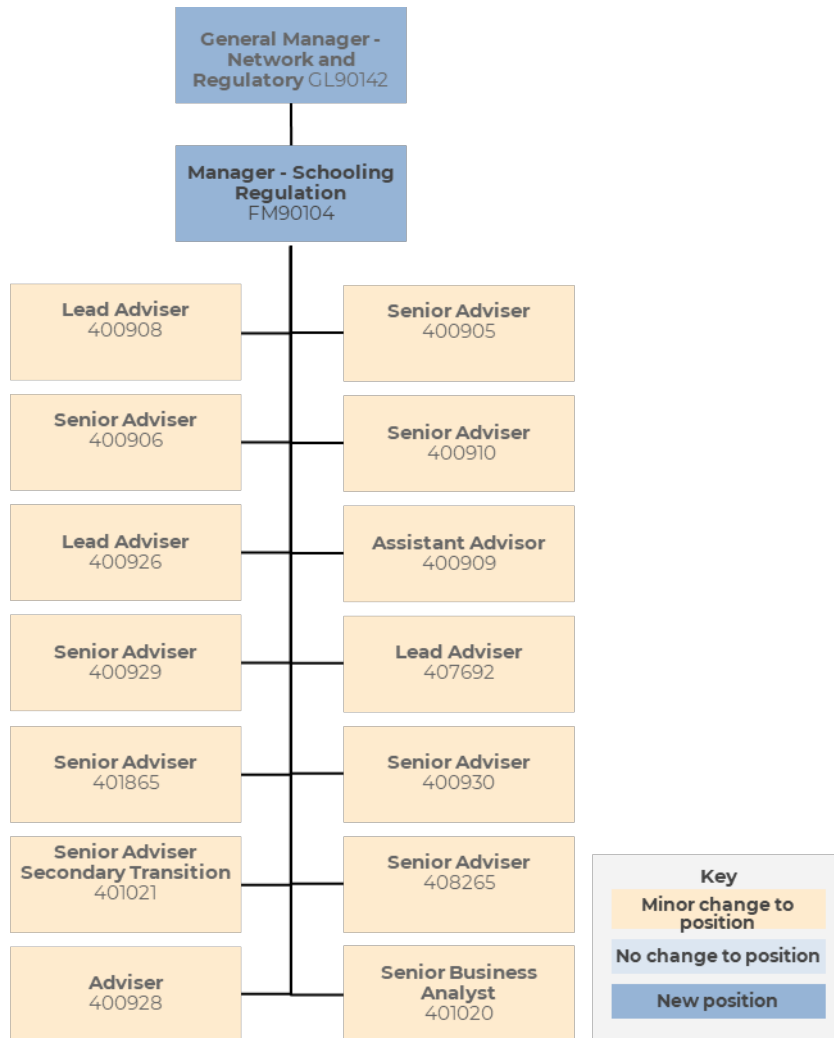
I received feedback on the delivery functions this team currently holds, in particular the school support functions and that these would be better positioned in other groups. As a result of feedback, I have established the Student Support team in the Ākonga and Community Delivery group which will be responsible for the non-regulatory functions that this team currently does. Please see the Ākonga and Community Delivery chapter for further details.

I confirm a new Manager Schooling Regulation position will be established to lead the Schooling Regulation team. To support the Schooling Regulation team, I confirm the following positions will have a change of reporting line to the Manager Schooling Regulation:

- Lead Adviser (400908)
- Lead Adviser (400926)
- Lead Adviser (407692)
- Senior Advisor - Secondary Transition (401021)
- Senior Adviser (400905)
- Senior Adviser (400906)
- Senior Adviser (400910)
- Senior Adviser (400929)
- Senior Adviser (401865)
- Senior Adviser (400930)
- Senior Advisor (408265)
- Adviser (400928)
- Assistant Adviser (400909)
- Senior Business Analyst (401020)

Confirmed positions and impacts relating to the Schooling Regulation function can be found in the found in the [tables here](#).

## Schooling Regulation structure chart



#### **6d. Establish a Sensitive Claims function within the Network and Regulatory group**

The Sensitive Claims function will consist of the existing Sensitive Claims team and will continue to deliver to its existing work programme as part of the Network and Regulatory group.

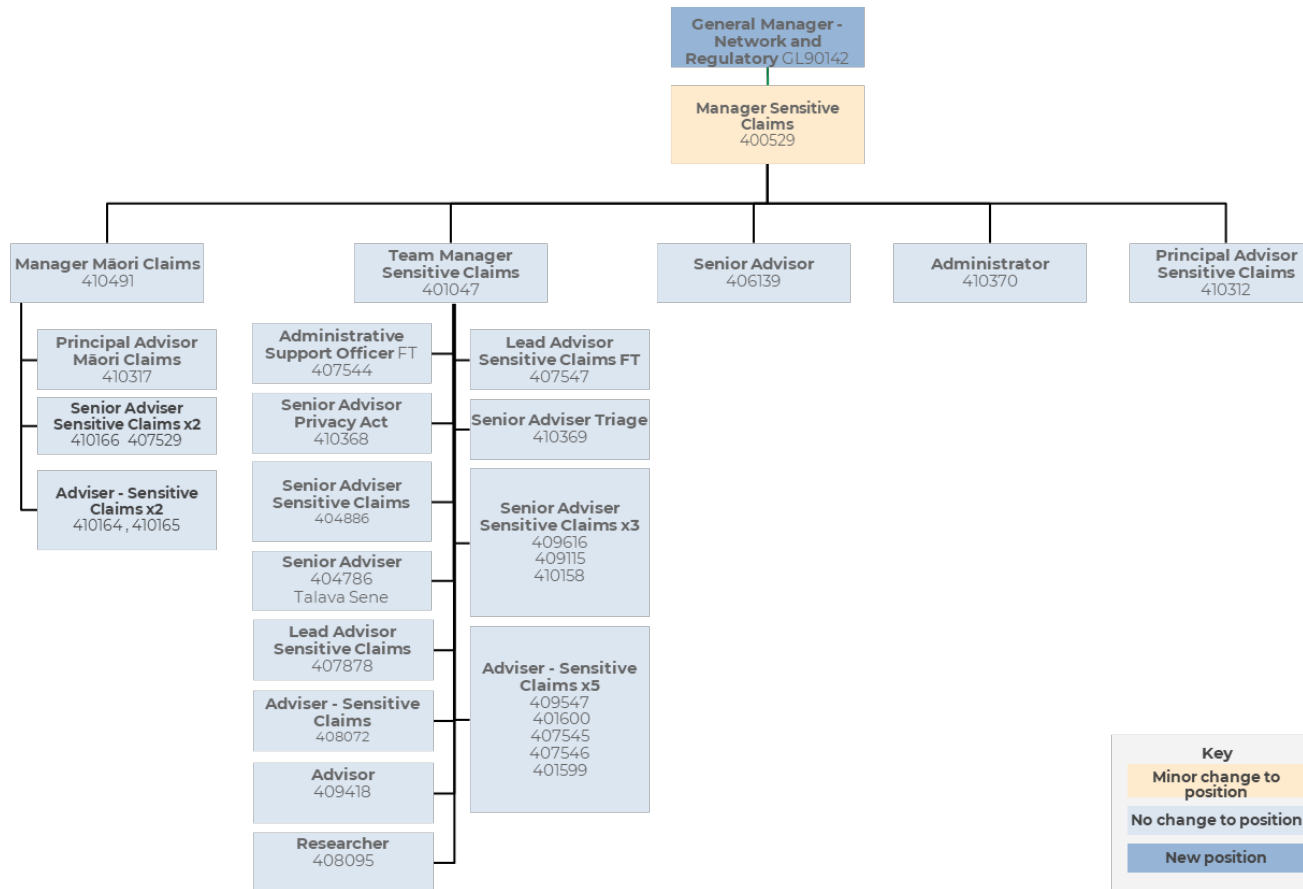
I received feedback on the location of the Sensitive Claims function and that bringing this into the proposed Regulatory group would send a signal of that this function would be heavily bound by rules. I have considered this feedback, however the shift to a modern regulator requires a more responsive approach for teams and functions that deliver to legislative requirements, such as Sensitive Claims.

I confirm the existing Director Claims (400529) position will have a change of reporting line to the General Manager Networks and Regulatory and will have a change of title to Manager Sensitive Claims. To support the Sensitive Claims team the existing Senior Advisor (410021) position will have a change of reporting line to the Manager Sensitive Claims (400529).

Manager Sensitive Claims (401047) will have a change in position title to Team Manager Sensitive Claims.

Confirmed positions and impacts relating to the Sensitive Claims function can be found in the found in the [tables here](#).

## Sensitive Claims structure chart





## **6e. Establish a Network (Early Learning) function within the Network and Regulatory group**

This team will be responsible for developing the Early Learning Network work plan and priorities. It will support the capability of the network advisors to provide high quality service to Te Tāhuhu and Government as a centre of expertise.

I received feedback on the lack of capacity to support this role. I have noted this concern. As indicated in the proposed design this position and function was included for completeness to represent Cabinet decisions to establish this function. Further work will be progressed to build this team so that there is adequate capacity to deliver this function.

I confirm a new Manager Early Learning Network position (FM90095) will be established to lead the Network Early Learning function. Once it is established, the Lead Advisor Early Learning (408973) and Lead Advisor – Early Learning (408974) will report to this position.

Confirmed positions and impacts relating to the Network Early Learning function can be found in found in the [tables here](#)

## **6f. Establish a Network Schooling function within the Network and Regulatory group**

The Network Schooling function will consist of the existing Network Schooling team and will continue to deliver to their existing work programme as part of the Network and Regulatory group.

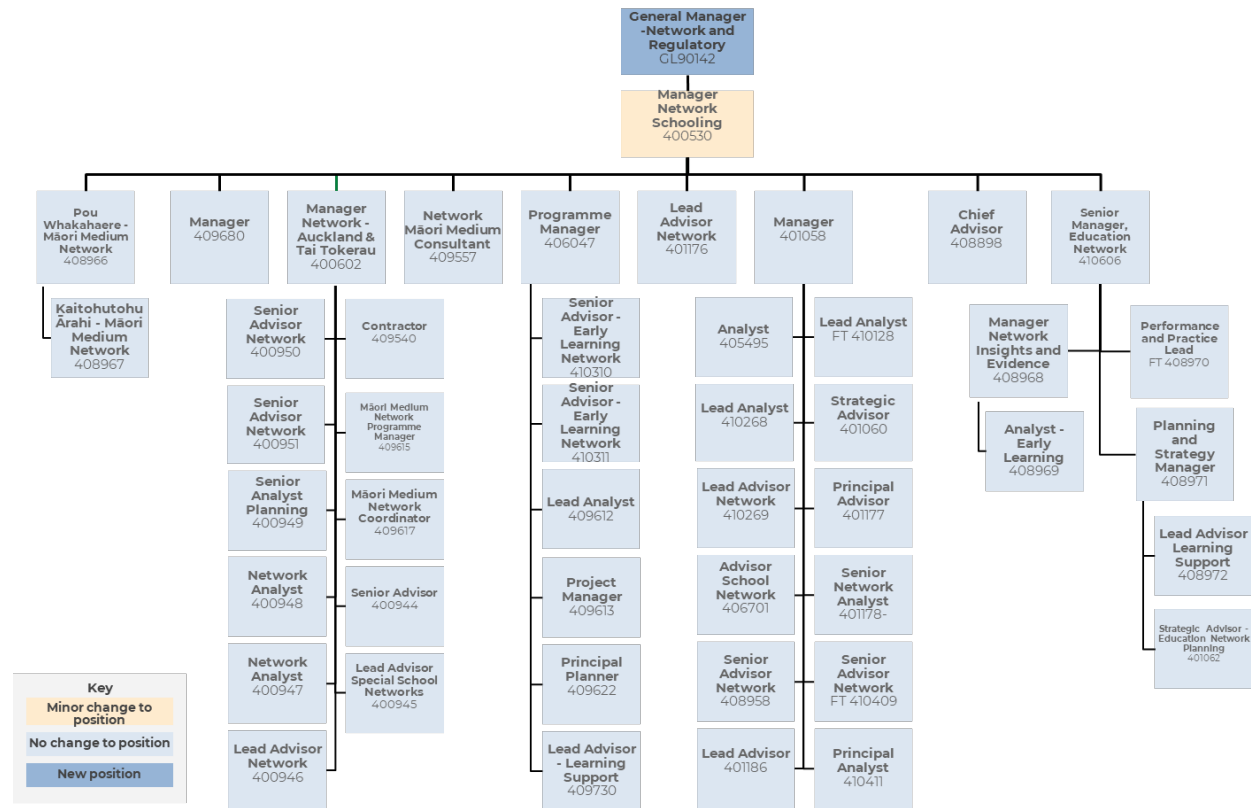
I received feedback on the proposed position of Schooling Networks within the Design function and the possibility of bringing this team within the Regulatory function. I have considered the feedback and confirm the Schooling Networks team will move to the Network and Regulatory group, centralising our Network planning and management capabilities.

I also received feedback on the Auckland and Tai Tokerau teams within Schooling Network and that these had previously been intended to transition back to the regions. The Auckland Region has undergone significant change as part of this process and the Hautū Te Tai Raro and I have agreed to keep this function within the Schooling Network team for the time being. This allows for further consideration about how and when this team should transition back to the Auckland and Tai Tokerau regions.

I confirm the existing National Director (400530) position will have a change of reporting line to the General Manager Network and Regulatory and have a position title change to Manager Network Schooling.

Confirmed positions and impacts relating to the Network Schooling function can be found in the found in the [tables here](#).

## Network Schooling structure chart



#### **6g. Establish a new Chief Advisor National Practice position within the Network and Regulatory group**

I had previously proposed a National Practice team, however on further consideration, I have decided to establish three new roles to deliver this work.

I confirm a new Chief Advisor National Practice position will be established within the Network and Regulatory group. This position will report to the General Manager Network and Regulatory. It will provide specialist expertise and practice advice through a deep knowledge of sector regulatory practices and provide strategic advice on the pathway to becoming a modern regulator

I received feedback on the importance of implementing regulations consistently and fairly, with suggestions that the proposed National Practice function would detract from each manager within the proposed Regulatory group considering consistency of practice. I have considered this feedback and have decided that a chief advisor position would be best suited to support managers to consider consistency of practice in place of a team.

#### **6h. Establish a new Chief Advisor Te Tiriti position within the Network and Regulatory group**

I confirm a new Chief Advisor Te Tiriti position will be established within the Network and Regulatory group. This position will report to the General Manager Network and Regulatory. It will lead the provision of guidance and advice within Te Mahau on te Tiriti and Te Tāhuhu's responsibilities from a regulatory perspective.

I received feedback that the proposed National Practice function should hold a te Tiriti focus to support the proposed Regulatory group. As I have decided to establish a Chief Advisor National Practice position in place of a National Practice team, I have decided that a Chief Advisor te Tiriti position would be suitable to support the Network and Regulatory group.

#### **6i. Establish a National Practice Lead (external Secondment) within the Network and Regulatory group**

I confirm a National Practice Lead (external Secondment) will be established within the Network and Regulatory group. This position will report to the General Manager Network and Regulatory. This secondment will draw experience from across the government regulatory network to build skills and increase collaboration and understanding across government on regulation practice and activities. This will complement the expertise of the Chief Advisor National Practice through bringing additional insight into regulatory practice across the public sector system.

#### **6j. Reporting line change to Principal Advisor (408423) position to the General Manager Network and Regulatory.**

The existing Principal Advisor (408423) position will have a change of reporting line to the General Manager Network and Regulatory.

# Learning Support group

## What is Learning Support and why is it important?

The Learning Support function centralises practice guidance, support and verification capabilities that will support the system on delivering for ākonga and whānau with learning support needs. With the shifting of reporting lines for field staff to the regions, the Learning Support function in Te Pae Aronui will focus on verifying that processes, frameworks and support reflect leading practice.

The reshaped Learning Support group will make use of best practice drawing on and incorporating local and international insights to lift capability and understanding of what works in order to drive better practice across Te Tāhuhu. The teams within the Learning Support group will support the prioritisation of local insights provided by the takiwā and Data and Insights when working with other Te Tāhuhu groups where learning support is concerned, for example Te Pou Kaupapahere | Policy on the development of learning support policy.

The Te Pae Aronui Learning Support function will bring together the application processing and verification capabilities to provide integrity and consistency in the process to consider applications for high needs services and funding.

The learning support field staff, which includes our Intensive Wraparound Services (IWS) teams, will report into locally based integrated service teams in Te Mahau takiwā where they will work as part of a team of specialists who partner with and support schools, kura and early learning services. Further information is included within the takiwā section of this document.

## What are the main changes confirmed?

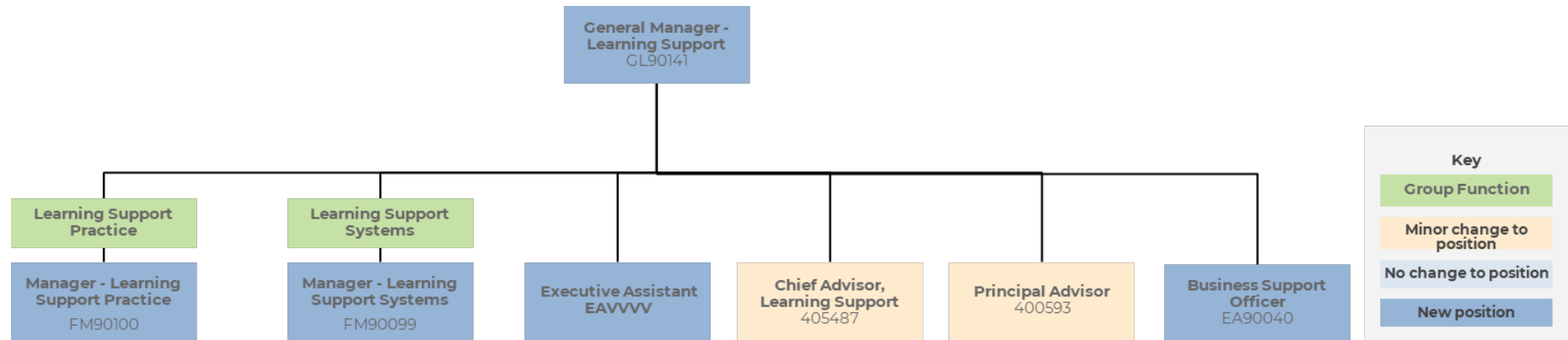
### 7a. Establish a new General Manager Learning Support position

I confirm the new General Manager Learning Support position will be established.

This position will lead the Learning Support function and sit on Te Ohu Whakahaere, the leadership team for Te Pae Aronui. To provide executive support to the new position of General Manager Learning Support, I confirm the establishment of a new Executive Assistant position. I confirm a new Business Support Officer position will be established as additional support to the Learning Support group.

The existing National Director Learning Support Delivery will be disestablished as a result of this change.

## Learning Support tiers 3 and 4 structure chart



## **7b. Establish a Learning Support Practice function within the Learning Support group**

The Learning Support Practice team is accountable for leading consistency of practice and providing expert guidance to field staff across the motu. The team ensures that learning support processes, frameworks and supports reflect leading practice and are responsive to the needs of Te Mahau takiwā. This team will have a role in focusing the system to deliver better services to those that need it.

There were a number of concerns raised in feedback about the proposal to shift the reporting line of field staff to the regions. I have considered this feedback, but it is appropriate to shift the reporting line of the field staff into the takiwā, closer to those they serve and where they can be part of the integrated teams that fully serve their regions.

Some feedback also sought clarity on how the Learning Support function in Te Pae Aronui will continue to work with field staff located in the regions.

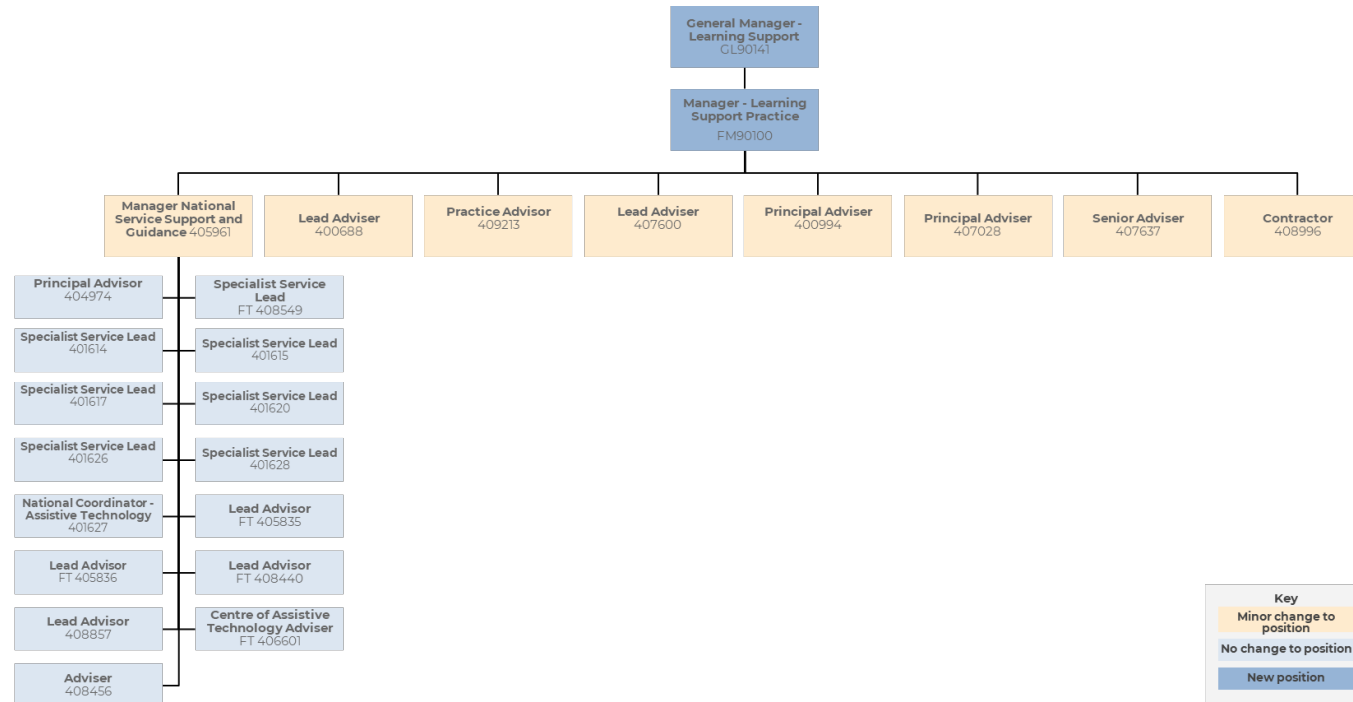
This function will provide practice support to field staff and we will continue to work closely with Learning Support roles in the takiwā.

I confirm a new Manager Learning Support Practice position will be established to lead the Learning Support Practice team. I also confirm the following positions will have a change of reporting line to the Manager Learning Support Practice:

- Manager National Service Support and Guidance (405961)
- Principal Adviser (400994)
- Principal Adviser (407028)
- Lead Adviser (407600)
- Lead Adviser (400688)
- Senior Adviser (407637)
- Contractor (408996)
- Practice Advisor (409213)

Confirmed positions and impacts relating to the Learning Support Practice function can be found in the found in the [tables here](#).

## Learning Support Practice structure chart



### 7c. Establish a Learning Support Systems function within the Learning Support group

The Learning Support Systems team leads the provision of effective guidance and support to Te Mahau takiwā on the Intensive Wraparound Service and residential specialist schools and verifies the eligibility of Ongoing Resource Scheme applications. It will have a role in focusing the system on the importance of national consistency in learning support for ākonga with high needs, across a range of functions.

I received feedback on the naming of the proposed function, High Needs, with suggestions provided. Some submitters made suggestions for how funding for Te Kahu Tōi could be treated, specifically that the delegation remain with the lead of this function within Learning Support. I also heard concerns about the maintenance of the fidelity of Te Kahu Tōi.

I have considered this feedback and decided the confirmed name for this function will be Learning Support Systems. I have established additional Advisor IWS roles. I have noted suggestions that the lead of this function hold delegations for Te Kahu Tōi and will consider this when deciding where delegations sit.

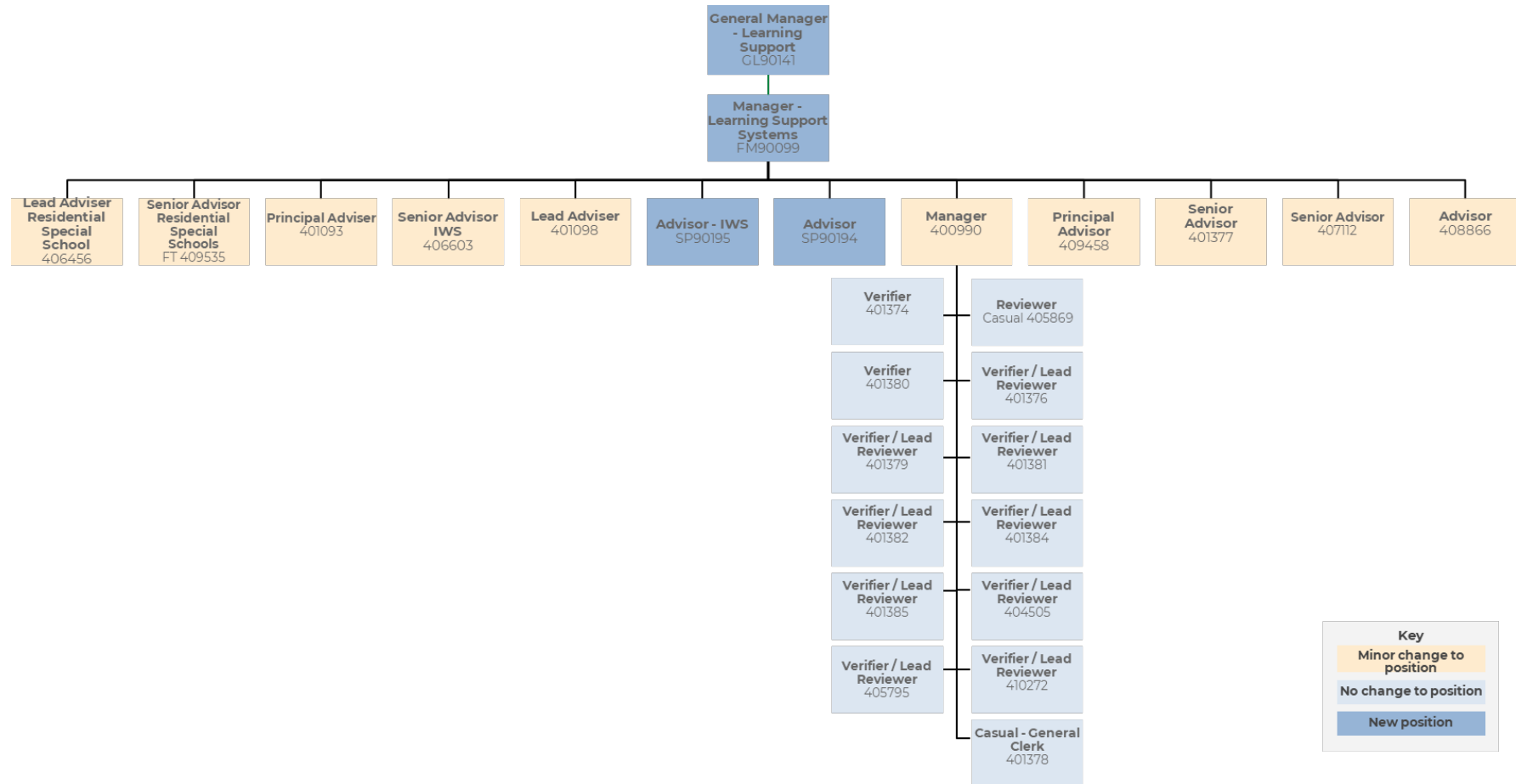
I confirm a new Manager Learning Support Systems position will be established to lead the Learning Support Systems team. To support the Learning Support Systems team, I confirm new Advisor IWS and Advisor positions will be established and the following existing positions will have a change of reporting line to the Manager Learning Support Systems:

- Manager (400990)
- Principal Adviser (409458)
- Principal Adviser (401093)
- Lead Adviser (401098)
- Lead Adviser Residential Special School (406456)
- Senior Adviser - Residential Special Schools (409535)
- Senior Adviser IWS (406603)
- Senior Adviser (407112)
- Senior Adviser (401377)
- Advisor (408866)

Confirmed positions and impacts relating to the Learning Support Systems function can be found in the found in the [tables here](#).



## Learning Support Systems structure chart



#### **7d. Reporting line change to Chief Advisor Learning Support (405487) position to the General Manager Learning Support**

I confirm the existing Chief Advisor (405487) position will have a change in title to Chief Advisor Learning support and a change of reporting line to the General Manager Learning Support.

#### **7e. Reporting line change to Principal Advisor (400593) position to the General Manager Learning Support**

I confirm the existing Chief Advisor (400593) position will have a change in title to Principal Advisor and a change of reporting line to the General Manager Learning Support.

# Office of the Hautū

## What is the Office of the Hautū and why is it important?

The Office of the Hautū supports the management and operations of Te Pae Aronui and Te Mahau through the provision of advice and executive support. It brings together capability across executive services and Business Planning and Performance to provide Te Mahau with cohesive and coordinated activity, advice and support. This function sets and oversees delivery of strategic direction relating to the priorities from the Hautū. Upholding our commitment to te Tiriti is a core element of Te Pae Aronui strategy and will drive Hautū priorities.

Te Pae Aronui is a large operations and integration group, with a significant portfolio of work. It is important that leadership is supported by appropriate governance structures for business planning and the prioritisation of our work. The Office will support the leadership of Te Pae Aronui to make evidence-based prioritisation management decisions. It will develop and track management information and metrics as well as spend against budget and appropriation. The team will also support robust business planning processes and programme management of our portfolio of work.

I am establishing an executive services capability that will include engagement and ministerial services. The Executive Services function will support Te Pae Aronui and (where relevant) Te Mahau to respond to Official Information Act requests, Ministerials and Written Parliamentary Question responses and manage select committee processes. Information and intelligence gathered from these activities will be used to respond to emerging issues. It will also perform associated engagement activities.

## What are the main changes confirmed?

### 8a. Establish a new General Manager Office of the Hautū position

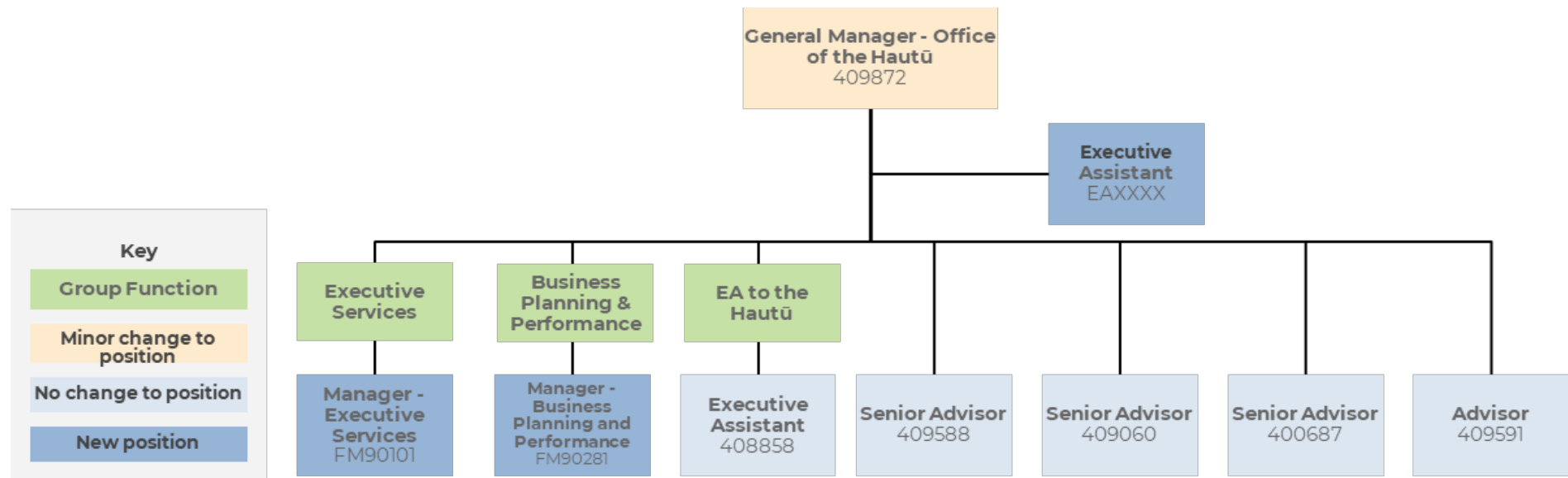
This position will lead the Office of the Hautū. I confirm an Executive Assistant position will be established to provide executive support to the new General Manager Office of the Hautū position.

I received feedback on the name of this position, in particular the difference in how this name has been treated in comparison to other roles of a similar nature in other groups within Te Tāhuhu. I also received feedback on the size of the Office, and inclusion of some functions previously located in the PICI group.

I have reduced the size of the Office, including some communication roles. The decision to create the Ākonga and Whānau liaison team in Ākonga and Community Delivery, has further reduced the size of the Office.

I confirm the existing Director – Office of the Deputy Secretary will lead the Office of the Hautū. This position will also have a change in title to General Manager Office of the Hautū.

### Office of the Hautū tiers 3 and 4 structure chart



## **8b. Establish an Executive Services function within the Office of the Hautū**

The Executive Services team will be a key point of contact for the needs of external parties including Ministers of the Crown. They will respond to external information requests such as Ministerial / OIA and select committee requests, and work across teams to develop appropriate responses and material.

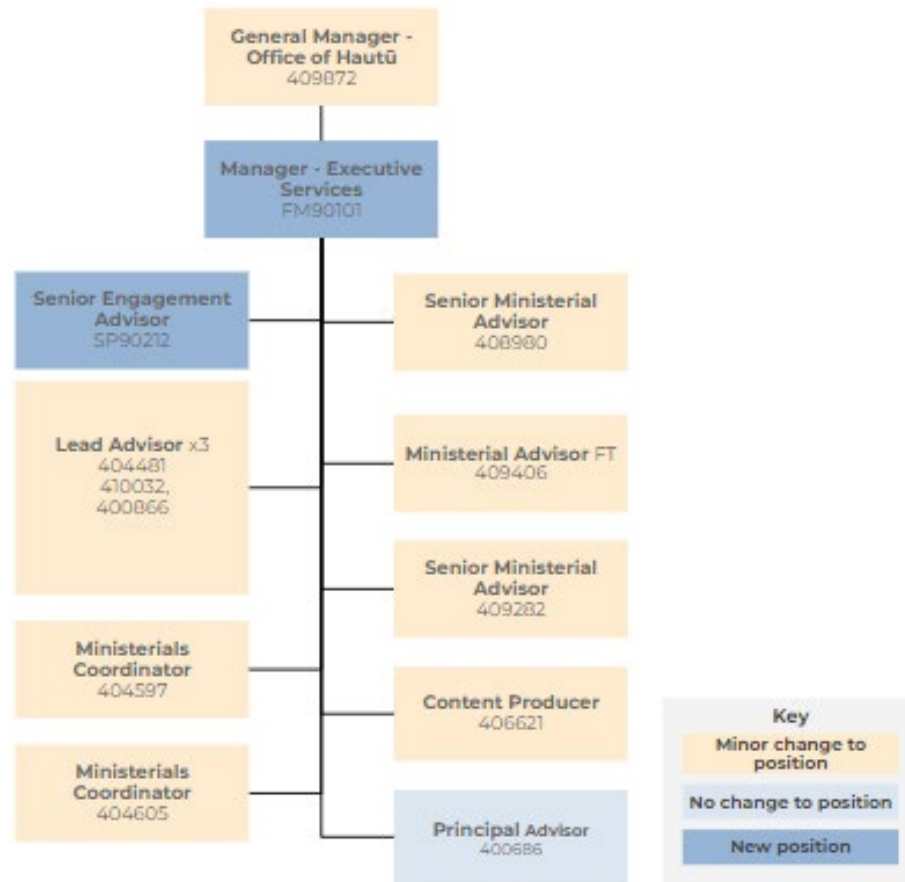
This team will also coordinate and execute engagement by the Hautū relating to Te Pae Aronui priorities.

A new Manager Executive Services position will be established to lead the Executive Services team. To support this team, I confirm a new Senior Engagement Advisor will be established and the following positions will have a change of reporting line to the Manager Executive Services:

- Senior Ministerial Advisor (409282)
- Senior Ministerial Advisor (408980)
- Ministerial Advisor (409406)
- Ministerials Coordinator (404597)
- Ministerials Coordinator (404605)
- Lead Advisor (404481)
- Lead Advisor (410032)
- Lead Advisor (400866)
- Content Producer (406621)

Confirmed positions and impacts relating to the Executive Services function can be found in found in the [tables here](#).

## Executive Services structure chart



### **8c. Establish a Business Planning and Performance function within the Office of the Hautū**

This function develops management information, budget tracking and business planning to support the leadership of Te Pae Aronui. This team will facilitate the prioritisation of investment decisions through business planning, portfolio management of the internal work programme, benefits analysis, service analysis and budget oversight. It will also provide a work programme performance view for Te Pae Aronui and in time, Te Mahau.

I received feedback that this was a positive function to be included within the Office of the Hautū.

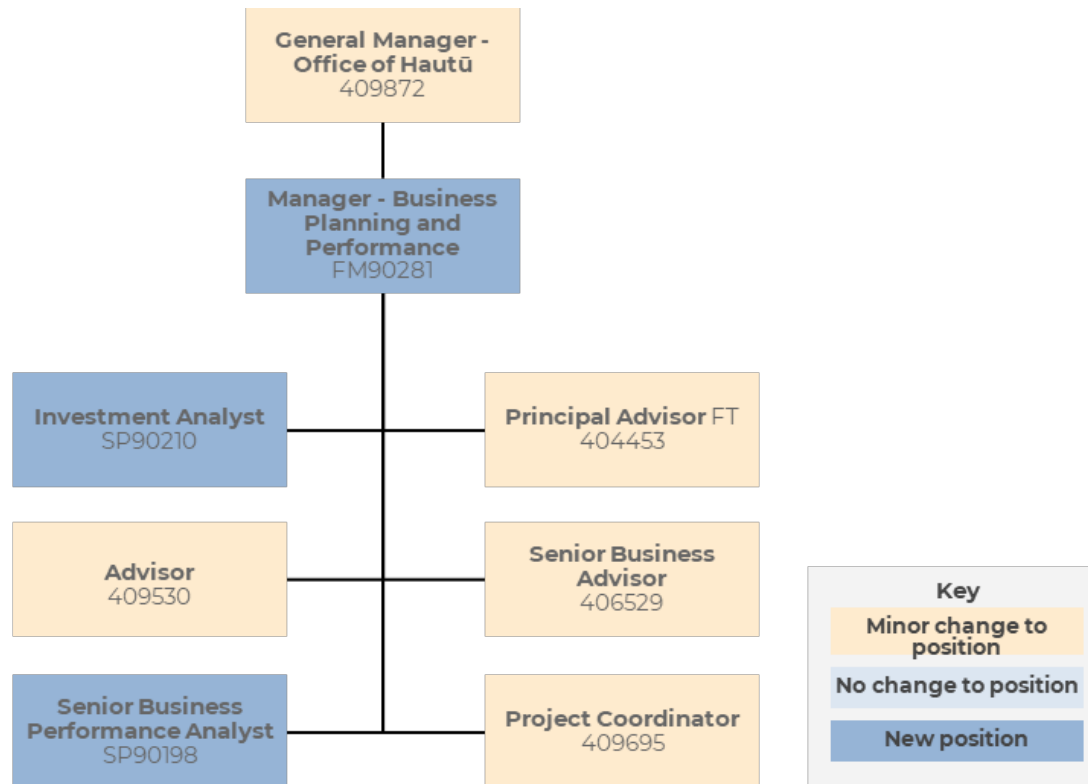
I confirm a new Manager Business Planning and Performance position will be established to lead the Business Planning and Performance function.

To support the Business Planning and Performance, I confirm one Senior Business Performance Analyst and one Investment Analyst position will be established and the following positions will have a change of reporting line to the Manager Business Planning and Performance:

- Principal Advisor (404453)
- Senior Business Advisor (406529)
- Advisor (409530)
- Project Coordinator (409695)

Confirmed positions and impacts relating to the Business Planning and Performance function can be found in the found in the [tables here](#).

## Business Planning and Performance structure chart





## Nā ēnei whakataua 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?
Data and Insights	3	GL90138	General Manager - Data and Insights	New	GM22	1	Y
Data and Insights	4	FM90091	Manager - Insights Integration	New	M5	1	Y
Data and Insights	4	SE90228	Manager Poumatua Raraunga	New	M5	1	Y
Data and Insights	5	TL90266	Team Manager - ESD	New	M3	1	Y
Data and Insights	5	SP90177	Data Integrator Workforce Policy	New	A7	1	Y
Data and Insights	5	SP90176	Data Integrator Te Tai Whenua	New	A7	1	Y
Data and Insights	5	SP90172	Data Integrator Curriculum	New	A7	1	Y
Data and Insights	5	SP90174	Data Integrator Te Tai Raro	New	A7	1	Y
Data and Insights	5	SP90175	Data Integrator Te Tai Runga	New	A7	1	Y
Data and Insights	5	SP90178	Māori Data Integrator	New	A7	1	Y
Data and Insights	5	SP90173	Data Integrator General	New	A7	1	Y
Data and Insights	5	TL90263	Team Manager - Data Warehousing	New	M3	1	Y
Data and Insights	5	TL90261	Team Manager - Data Intelligence	New	M3	1	Y
Data and Insights	5	TL90262	Team Manager - Data Systems	New	M3	1	Y
Data and Insights	5	TL90265	Team Manager - Schooling Data	New	M3	1	Y
Data and Insights	5	TL90260	Team Manager - Business Data	New	M3	1	Y
Data and Insights	5	TL90264	Team Manager - Early Learning Data Collections	New	M3	1	Y
Sector Change Management and Implementation	3	GL90137	General Manager - Sector Change Management and Implementation	New	GM22	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Sector Change Management and Implementation	4	FM90087	Manager - Integration and Oversight	New	M5	1	Y
Sector Change Management and Implementation	4	EA90001	Executive Assistant	New	A6	1	Y
Sector Change Management and Implementation	5	SP90190	Programme Manager	New	A9	1	Y
Sector Change Management and Implementation	5	SP90191	Programme Manager	New	A9	1	Y
Sector Change Management and Implementation	5	SP90192	Programme Manager	New	A9	1	Y
Sector Change Management and Implementation	5	SP90193	Programme Manager	New	A9	1	Y
Sector Change Management and Implementation	6	SP90208	Senior Programme Planner	New	A7	1	Y
Sector Change Management and Implementation	5	SP90204	Integration Scheduler	New	A7	1	Y
Sector Change Management and Implementation	5	SP90207	Senior Integrator	New	A7	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Sector Change Management and Implementation	5	SP90205	Integrator (Equity)	New	A7	1	Y
Sector Change Management and Implementation	5	SP90188	Integrator	New	A7	1	Y
Sector Change Management and Implementation	5	SP90189	Integrator	New	A7	1	Y
Sector Change Management and Implementation	5	SP90206	Senior Advisor Impact Assessment	New	A7	1	Y
Sector Change Management and Implementation	5	SP90203	Business Analyst	New	A8	1	Y
Design	3	GL90140	General Manager - Design	New	GM22	1	Y
Design	4	FM90097	Manager - Operational Policy	New	M4	1	Y
Design	4	FM90098	Manager - Service Design	New	M5	1	Y
Design	4	FM90096	Manager - Te Ranga Taunaki	New	M5	1	Y
Design	5	TL90270	Team Manager - Service Design	New	M2	1	Y
Design	6	TL90271	Team Manager - High Needs Review	New	M1	1	Y
Design	5	SP90179	Te Ranga Taunaki Senior Advisor	New	A8	1	Y
Design	5	SP90180	Te Ranga Taunaki Senior Advisor	New	A8	1	Y
Design	5	SP90181	Te Ranga Taunaki Advisor	New	A6	1	Y
Design	5	SP90182	Te Ranga Taunaki Advisor	New	A6	1	Y
Design	5	SP90183	Te Ranga Taunaki Advisor	New	A6	1	Y
Design	5	SP90184	Te Ranga Taunaki Advisor	New	A6	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
System Delivery	3	GL90139	General Manager - System Delivery	New	GM22	1	Y
Ākonga and Community Delivery	3	GL90143	General Manager - Ākonga and Community Delivery	New	GM22	1	Y
Ākonga and Community Delivery	4	SP90202	Principal Advisor	New	A9	1	Y
System Delivery	4	FM90092	Manager - Partner Services	New	M5	1	Y
System Delivery	4	FM90094	Manager - Channels	New	M4	1	Y
System Delivery	5	SP90209	Benefits Realisation Specialist	New	A9	1	Y
System Delivery	5	TL90269	Team Manager - Channels	New	M3	1	Y
Network and Regulatory	3	GL90142	General Manager - Network and Regulatory	New	GM22	1	Y
Network and Regulatory	4	FM90095	Manager - Early Learning Network	New	M4	1	Y
Network and Regulatory	4	FM90104	Manager - Schooling Regulation	Existing	M5	1	No
Learning Support	3	GL90141	General Manager - Learning Support	New	GM21	1	Y
Learning Support	4	FM90100	Manager - Learning Support Practice	New	M4	1	Y
Learning Support	4	FM90099	Manager - Learning Support Systems	New	M4	1	Y
Learning Support	5	SP90194	Advisor	New	A6	1	Y
Learning Support	5	SP90195	Advisor - IWS	New	A6	1	Y
Office of the Hautū	4	EA90002	Executive Assistant	New	A6	1	No
Office of the Hautū	4	FM90101	Manager - Executive Services	Existing	M4	1	Y
Office of the Hautū	4	FM90281	Manager - Business Planning and Performance	New	M4	1	Y
Office of the Hautū	5	SP90212	Senior Engagement Advisor	New	A7	1	Y
Office of the Hautū	5	SP90210	Investment Analyst	New	A7	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Design	5	TL90285	Team Manager Operational Policy Schooling	New	M2	1	Y
Data and Insights	5	SP90290	Senior Advisor Poumatua Raraunga	New	A8	1	Y
Data and Insights	5	SP90291	Advisor Poumatua Raraunga	New	A7	1	Y
Ākonga and Community Delivery	4	EA90022	Executive Assistant	New	A6	1	Y
Network and Regulatory	4	SE90299	Chief Advisor National Practice	New	B4	1	Y
Network and Regulatory	4	SE90298	Chief Advisor Te Tiriti	New	B4	1	Y
Sector Change Management and Implementation	4	FM90050	Manager - Portfolio and Support	New	M5	1	Y
Sector Change Management and Implementation	5	SP90204	Te Pae Aronui Implementation Lead	New	A9	1	Y
Sector Change Management and Implementation	5	SP90205	Te Pae Aronui Implementation Lead	New	A9	1	Y
Office of the Hautū	5	SP90198	Senior Business Performance Analyst	New	A8	1	Y
Data and Insights	4	EA90031	Business Support Officer	New	A3	1	Y
Data and Insights	4	EA90032	Business Support Officer	New	A3	1	Y
Design	4	EA90033	Business Support Officer	New	A3	1	Y
System Delivery	4	EA90034	Business Support Officer	New	A3	1	Y
System Delivery	4	EA90035	Business Support Officer	New	A3	1	Y
System Delivery	4	EA90036	Business Support Officer	New	A3	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Ākonga and Community Delivery	4	EA90037	Business Support Officer	New	A3	1	Y
Network and Regulatory	4	EA90038	Business Support Officer	New	A3	1	Y
Network and Regulatory	4	EA90039	Business Support Officer	New	A3	1	Y
Learning Support	4	EA90040	Business Support Officer	New	A3	1	Y
Data and Insights	4	FM90093	Manager - Products and Services	New	M5	1	Y
Network and Regulatory	4	SE90297	National Practice Lead	New	B4	1	No
Design	4	SE90XXX	Chief Advisor - ECE	New	B4	1	Y
Ākonga and Community Delivery	4	SE90CCCC	Manager - Student Support	New	M4	1	Y
Ākonga and Community Delivery	5	SE90DDD	Advisor - Student Support	New	A6	1	Y
Ākonga and Community Delivery	5	SE90EEE	Advisor - Student Support	New	A6	1	Y
Ākonga and Community Delivery	5	SE90FFF	Advisor - Student Support	New	A6	1	Y
Ākonga and Community Delivery	5	SE90GGG	Senior Advisor - Student Support	New	A7	1	Y
Sector Change Management and Implementation	5	FM90090	Team Manager - Programme Support Office	New	M2	1	Y
Network and Regulatory	4	EAZZZZ	Executive Assistant	New	A6	1	Y
Design	4	EAYYYY	Executive Assistant	New	A6	1	Y

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
System Delivery	4	EAXXXX	Executive Assistant	New	A6	1	Y
Data and Insights	4	EAWWWW	Executive Assistant	New	A6	1	Y
Learning Support	4	EA VVVV	Executive Assistant	New	A6	1	Y

## Disestablishment of the following positions

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Office of the Hautū	409865	Portfolio Consultant	None is a fixed term/contractor/temp role
Office of the Hautū	409698	Technical Writer	Vacant
Office of the Hautū	410487	Project Coordinator	Vacant
Office of the Hautū	410235	Programme Lead	None is a fixed term/contractor/temp role
Office of the Hautū	410250	Programme Advisor	None is a fixed term/contractor/temp role
Office of the Hautū	409984	Senior Communications Advisor	None is a fixed term/contractor/temp role
Office of the Hautū	410508	Senior Adviser	None is a fixed term/contractor/temp role
Office of the Hautū	407023	Manager, Operational Performance & Planning	Vacant
Office of the Hautū	400676	Principal Adviser	Vacant
Office of the Hautū	401475	Adviser	EOI
Office of the Hautū	404906	Strategic Business Manager	Vacant
Office of the Hautū	405094	Senior Adviser	Vacant
Office of the Hautū	405464	Lead Adviser	Vacant
Office of the Hautū	407876	Chief Analyst Business Performance	Vacant
Operations and Covid	409068	Chief Operating Officer	None is a fixed term/contractor/temp role
Operations and Covid	409486	Senior Advisor	None is a fixed term/contractor/temp role
Operations and Covid	409521	Programme Manager	None is a fixed term/contractor/temp role



Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Operations and Covid	409542	Covid Response Project Manager	None is a fixed term/contractor/temp role
Operations and Covid	410440	Change and Integration Director	None is a fixed term/contractor/temp role
Operations and Covid	409152	Workstream Lead - Staff Capability and Resources	Vacant
Operations and Covid	409307	Executive Assistant	None is a fixed term/contractor/temp role
Operations and Covid	400970	Casual - General Clerk	None is a fixed term/contractor/temp role
Operations and Covid	400972	Executive Assistant	None is a fixed term/contractor/temp role
Operations and Covid	408632	Lead Business Analyst	Vacant
Operations and Covid	409011	Senior Resourcing Advisor - Business change	None is a fixed term/contractor/temp role
Operations and Covid	407932	Principal Advisor Project Support	Vacant
Operations and Covid	408280	Manager Resourcing Operations	EOI
Operations and Covid	410512	Resourcing Officer	Vacant
Operations and Covid	410513	Resourcing Officer	Vacant
Operations and Covid	408873	Manager Resourcing Operations	None is a fixed term/contractor/temp role
Operations and Covid	404592	FIDS Data Entry Operator	Vacant
Operations and Covid	408353	Deputy Programme Director	Vacant
Operations and Covid	410520	Principal Advisor	None is a fixed term/contractor/temp role

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Operations and Covid	410294	Senior Communications Advisor	None is a fixed term/contractor/temp role
Operations and Covid	409841	Communications Lead	None is a fixed term/contractor/temp role
Operations and Covid	408965	Manager Covid Response	None is a fixed term/contractor/temp role
Operations and Covid	410087	Senior Communications Advisor	None is a fixed term/contractor/temp role
Operations and Covid	410131	Communications Specialist	None is a fixed term/contractor/temp role
Early Learning, Claims and Engagement	400491	Associate Deputy Secretary Early Learning, Claims and Engagement	EOI
Early Learning, Claims and Engagement	400531	Group Manager	EOI
Early Learning, Claims and Engagement	400680	Manager	Vacant
Early Learning, Claims and Engagement	406974	Finance Analyst	Vacant
Early Learning, Claims and Engagement	407873	Report Writer	Vacant
Early Learning, Claims and Engagement	409134	Business Adviser	None is a fixed term/contractor/temp role
Early Learning, Claims and Engagement	409782	Principal Adviser	Vacant
Early Learning, Claims and Engagement	400526	Executive Assistant	None is a fixed term/contractor/temp role
Early Learning, Claims and Engagement	404604	Team Leader - Ministerials	EOI

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Early Learning, Claims and Engagement	400564	Team Leader	Vacant
Early Learning, Claims and Engagement	407031	Strategic Advisor	Vacant
Early Learning, Claims and Engagement	405095	Executive Assistant	Vacant
Early Learning, Claims and Engagement	400681	Personal Assistant	Vacant
Early Learning, Claims and Engagement	408107	Programme Manager - Equity Index Implementation	Vacant
Early Learning, Claims and Engagement	408564	Senior Programme Coordinator	Vacant
Early Learning, Claims and Engagement	408631	Manager Impact Assessment	Vacant
Learning Support Delivery	400498	National Director Learning Support Delivery	EOI
Learning Support Delivery	410054	Administrator	Vacant
Learning Support Delivery	409960	Manager	Vacant
Learning Support Delivery	400578	Executive Assistant	None is a fixed term/contractor/temp role
Learning Support Delivery	400579	National Manager	EOI
Learning Support Delivery	400592	Group Manager	EOI
Learning Support Delivery	405425	Executive Assistant, Operational Performance & Planning	EOI
Learning Support Delivery	400992	Manager	Vacant
Learning Support Delivery	409333	Principal Advisor	Vacant
Learning Support Delivery	408783	Principal Advisor	Vacant
Learning Support Delivery	406599	Executive Assistant	None is a fixed term/contractor/temp role

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Learning Support Delivery	405634	Chief Advisor - Social Sector	EOI
Learning Support Delivery	407423	Chief Advisor	EOI
Strategy and Implementation	400500	Associate Deputy Secretary Strategy and Implementation	EOI
Strategy and Implementation	400587	Group Manager	EOI
Strategy and Implementation	400868	Executive Assistant	EOI
Strategy and Implementation	407448	Administrator - IRF	None is a fixed term/contractor/temp role
Strategy and Implementation	408811	Specialist Modeller	Vacant
Strategy and Implementation	404964	Principal Adviser	Vacant
Strategy and Implementation	408077	Chief Advisor	Vacant
Strategy and Implementation	400590	Executive Assistant	None is a fixed term/contractor/temp role
Strategy and Implementation	404401	Personal Assistant	Vacant
Strategy and Implementation	400912	Manager	Vacant
Strategy and Implementation	404475	Manager Business Analysis and Systems	Vacant
Strategy and Implementation	409543	Manager Business Systems	Vacant
Strategy and Implementation	407501	Manager Interventions Review	Vacant
Strategy and Implementation	407682	Lead Adviser	Vacant
Strategy and Implementation	407683	Senior Adviser	Vacant
Strategy and Implementation	407684	Project Coordinator	Vacant
Strategy and Implementation	407685	Project Manager	Vacant
Strategy and Implementation	408132	Lead Adviser	Vacant
Strategy and Implementation	408884	Analyst	Vacant
Strategy and Implementation	408444	Group Manager Strategy and Implementation	None is a fixed term/contractor/temp role

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Strategy and Implementation	401820	Lead Adviser	Vacant
Strategy and Implementation	405713	Project Coordinator	Vacant
Network and School Delivery	405488	Associate Deputy Secretary Network and School Delivery	EOI
Network and School Delivery	409577	Manager School Support and Student Transitions	Vacant
Network and School Delivery	400525	Manager	EOI
Network and School Delivery	406284	Lead Adviser Network	Vacant
Network and School Delivery	400594	Manager	Vacant
Network and School Delivery	406734	Manager	Vacant
Network and School Delivery	407671	Executive Assistant	None is a fixed term/contractor/temp role
Network and School Delivery	407905	Principal Adviser	Vacant
Network and School Delivery	410302	Financial Programme Manager	None is a fixed term/contractor/temp role
Network and School Delivery	409274	Programme Delivery Manager	Vacant
Network and School Delivery	409641	Communication Advisor	Vacant
Network and School Delivery	406564	Senior Advisor - Operations Policy	Vacant
Te Pae Aronui	408106	Principal Adviser	Vacant
EDK	408506	National Director - Evidence Data & Knowledge	Vacant
EDK	404054	Personal Assistant	EOI
EDK	404056	Manager	EOI
EDK	404057	Manager	Vacant
EDK	407784	Consultant	None is a fixed term/contractor/temp role
EDK	408063	Senior Communications Adviser	Vacant
EDK	408699	SQL Developer	Vacant
EDK	409108	Contractor	None is a fixed term/contractor/temp role
EDK	404032	Personal Assistant	Vacant

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
EDK	409658	Graduate Analyst	Vacant
EDK	405953	Analyst	Vacant
EDK	407735	Senior Analyst	Vacant
EDK	408392	Business Analyst	None is a fixed term/contractor/temp role
EDK	408425	Business Analyst	Vacant
EDK	406858	Analyst	Vacant
EDK	410291	Chief Advisor	Vacant
EDK	404040	Personal Assistant	EOI
EDK	410056	Senior Data Analyst	Vacant
EDK	405463	Senior Advisor	Vacant
EDK	405662	Analyst	Vacant
EDK	407766	Senior Data Analyst	Vacant
EDK	408141	Analyst	Vacant
EDK	404525	Chief Analyst	EOI
EDK	405357	Chief Analyst	Vacant
EDK	410517	Manager, Insights and Analysis	None is a fixed term/contractor/temp role
EDK	404025	Director Office of the National Director EDK	Vacant
EDK	409271	Analyst	Vacant
EDK	410505	Placeholder	None is a fixed term/contractor/temp role
EDK	404045	Principal Advisor	Vacant
EDK	404563	Advisor	Vacant
EDK	405751	Executive Assistant	Vacant
EDK	406082	Executive Assistant	Vacant
EDK	408190	Analyst	Vacant
EDK	407867	Director Evidence and Strategy	Vacant

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
EDK	408253	Chief Advisor	Vacant
EDK	408849	Chief Advisor	Vacant
PICI	408508	National Director - Parent Information & Community Intelligence	EOI
PICI	403626	Associate Deputy Secretary	EOI
PICI	406831	Principal Advisor Lived Experience	EOI
PICI	403651	Lead Integration Advisor	EOI
PICI	403628	Manager	Vacant
PICI	404571	Business Support Administrator	Vacant
PICI	410016	Project Manager	Vacant
PICI	404572	Executive Assistant	None is a fixed term/contractor/temp role
PICI	406831	Principal Advisor	Vacant
Te Pae Aronui	410053	PMO Co Lead - Te Mahau Establishment	Vacant
Te Pae Aronui	410479	Lead Manager	Vacant

## Minor changes for the following positions

Division	Substantive Position ID	Substantive position title	Confirmed change
Office of the Hautū	409872	General Manager - Office of the Deputy Secretary	Change to role, change to title
Office of the Hautū	409695	Project Coordinator	Reporting line change
System Delivery	407599	Manager Implementation, Equity Index	Reporting line change
System Delivery	409388	Manager Equity Index	Reporting line change
System Delivery	407753	Principal Adviser, Business Change	Reporting line change
System Delivery	409932	Resourcing Management Accountant	Reporting line change
System Delivery	400894	Lead Adviser	Reporting line change
System Delivery	400962	Manager	Reporting line change
System Delivery	400964	Senior Resourcing Officer	Reporting line change
System Delivery	401227	Resourcing Officer	Reporting line change
System Delivery	401228	Resourcing Officer	Reporting line change
System Delivery	401230	Resourcing Officer	Reporting line change
System Delivery	401231	Resourcing Officer	Reporting line change
System Delivery	401232	Resourcing Officer	Reporting line change
System Delivery	401233	Resourcing Officer	Reporting line change
System Delivery	410255	Resourcing Officer	Reporting line change
System Delivery	401229	Resourcing Officer	Reporting line change
System Delivery	400963	Manager	Reporting line change
System Delivery	400966	Manager	Reporting line change
System Delivery	401811	Senior Business Analyst	Reporting line change
System Delivery	410251	Senior Business Analyst	Reporting line change
System Delivery	406852	Resourcing Management Accountant	Reporting line change
System Delivery	400968	Manager	Reporting line change



Division	Substantive Position ID	Substantive position title	Confirmed change
System Delivery	406576	Manager Operational Support	Reporting line change
System Delivery	400568	Programme Director	Reporting line change
System Delivery	409667	Test Analyst	Reporting line change
System Delivery	408697	Programme Manager	Reporting line change
Office of the Hautū	409282	Senior Ministerial Advisor	Reporting line change
Office of the Hautū	409406	Ministerial Advisor	Reporting line change
Network and Regulatory	401047	Manager Sensitive Claims	Change in title
Office of the Hautū	404597	Ministerials Coordinator	Reporting line change
Office of the Hautū	404605	Ministerials Coordinator	Reporting line change
Office of the Hautū	404481	Lead Adviser	Reporting line change
Office of the Hautū	410032	Lead Adviser	Reporting line change
Office of the Hautū	400866	Lead Adviser	Reporting line change
Office of the Hautū	408980	Senior Ministerial Advisor	Reporting line change
Office of the Hautū	400678	Principal Advisor	Reporting line change
System Delivery	407532	National Manager - Provider Assurance Group	Reporting line change, Change to role
System Delivery	407664	Manager ECE Operational Funding	Reporting line change
Ākonga and Community Delivery	410001	Specialist Writer	Reporting line change
Learning Support	409535	Senior Advisor - Residential Special Schools	Reporting line change
Learning Support	409213	Practice Advisor	Reporting line change
Learning Support Delivery	401092	Service Manager	Transfer to Takiwā
Learning Support	401093	Principal Adviser	Reporting line change
Learning Support Delivery	401094	Service Manager	Transfer to Takiwā
Learning Support Delivery	401095	Service Manager	Transfer to Takiwā

Division	Substantive Position ID	Substantive position title	Confirmed change
Learning Support Delivery	401096	Service Manager	Transfer to Takiwā
Learning Support Delivery	401097	Service Manager	Transfer to Takiwā
Learning Support	401098	Lead Adviser	Reporting line change
Learning Support Delivery	401099	Service Manager	Transfer to Takiwā
Learning Support Delivery	404778	Service Manager	Transfer to Takiwā
Learning Support	406456	Lead Adviser Residential Special School	Reporting line change
Learning Support	406603	Senior Advisor IWS	Reporting line change
Learning Support Delivery	407433	Administrator Te Awa Unit	Transfer to Takiwā
Learning Support Delivery	407609	Service Manager	Transfer to Takiwā
Learning Support	400688	Lead Adviser	Reporting line change
Learning Support	400990	Manager	Reporting line change
Learning Support	409458	Principal Adviser	Reporting line change
Learning Support	401377	Senior Adviser	Reporting line change
Learning Support	407112	Senior Adviser	Reporting line change
Learning Support	408866	Advisor	Reporting line change
System Delivery	400991	Manager	Reporting line change
Ākonga and Community Delivery	400993	Manager	Reporting line change, Change to role, Change in Title
Ākonga and Community Delivery	409030	Principal Advisor, ESOL Migrant Refugee & International Education	Reporting line change
Learning Support	405961	Manager National Service Support and Guidance	Reporting line change
System Delivery	410020	Manager Provider Services	Reporting line change, Change to role
Learning Support	400994	Principal Adviser	Reporting line change
Learning Support	407028	Principal Adviser	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Learning Support	407600	Lead Adviser	Reporting line change
Learning Support	407637	Senior Adviser	Reporting line change
Learning Support	408996	Contractor	Reporting line change
Learning Support	400593	Principal Advisor	Reporting line change
Ākonga and Community Delivery	408769	Project Manager	Reporting line change
Design	410026	Senior Project Coordinator	Reporting line change
Design	410504	Service Designer	Reporting line change
Design	400869	Manager Investment and Strategic Design	Reporting line change, Change to role, Change in Title
Design	400870	Manager	Reporting line change, Change to role
Sector Change Management and Implementation	400916	Programme Manager	Reporting line change
Sector Change Management and Implementation	404758	Programme Manager - Maori	Reporting line change
Ākonga and Community Delivery	400595	Chief Adviser	Reporting line change
Design	401534	Implementation Lead	Reporting line change
Design	405791	Lead Adviser Service Design	Reporting line change
System Delivery	400915	Principal Adviser	Reporting line change
Data and Insights	409773	Senior Analysis	Reporting line change
Data and Insights	402908	Lead Adviser - Business Strategy	Reporting line change
Data and Insights	402945	Manager	Reporting line change
Data and Insights	402946	Manager	Reporting line change
Design	409997	Business Analyst - Highest Needs Review	Reporting line change
Design	410034	Senior Business Analyst	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Design	408115	Senior Adviser	Reporting line change
Design	410062	Programme Manager	Reporting line change
Design	409438	Team Coordinator	Reporting line change
Design	410202	Principal Adviser	Reporting line change
Design	409502	Lead Advisor, Service Design	Reporting line change
Design	409608	Planning and Reporting Project Manager	Reporting line change
Design	407025	Manager Strategy and Integration	Reporting line change
Ākonga and Community Delivery	401823	Senior Adviser	Reporting line change
Ākonga and Community Delivery	406743	Programme Manager Pacific B20	Reporting line change
Design	407118	Lead Adviser	Reporting line change
Network and Regulatory	400905	Senior Adviser	Reporting line change
Network and Regulatory	400906	Senior Adviser	Reporting line change
Network and Regulatory	400908	Lead Adviser	Reporting line change
Network and Regulatory	400909	Assistant Adviser	Reporting line change
Network and Regulatory	400910	Senior Adviser	Reporting line change
Network and Regulatory	408973	Lead Adviser - Early Learning	Reporting line change
Network and Regulatory	408974	Lead Adviser - Early Learning	Reporting line change
Network and Regulatory	401021	Senior Adviser - Secondary Transition	Reporting line change
Network and Regulatory	400926	Lead Adviser	Reporting line change
Network and Regulatory	400928	Adviser	Reporting line change
Network and Regulatory	400929	Senior Adviser	Reporting line change
Network and Regulatory	400930	Senior Adviser	Reporting line change
Network and Regulatory	401020	Senior Business Analyst	Reporting line change
Network and Regulatory	401865	Senior Adviser	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Network and Regulatory	407692	Lead Adviser	Reporting line change
Network and Regulatory	408265	Senior Adviser	Reporting line change
Sector Change Management and Implementation	405737	Chief Advisor Māori	Reporting line change
Sector Change Management and Implementation	406567	Senior Advisor - Programme Support	Reporting line change
Network and Regulatory	408423	Principal Adviser	Reporting line change
Ākonga and Community Delivery	409049	Director of Special Projects	Reporting line change
Data and Insights	406438	Chief Data Steward	Reporting line change, Change to role
Data and Insights	409572	Data Analyst	Reporting line change
Data and Insights	409676	Assistant Data Analyst	Reporting line change
Data and Insights	409175	Senior Business Analyst	Reporting line change
Data and Insights	409390	Senior Business Analyst	Reporting line change
Data and Insights	410417	Senior Business Analyst	Reporting line change
Data and Insights	404053	Business Improvement Principal Advisor	Reporting line change
Data and Insights	404103	Assistant Data Analyst	Reporting line change
Data and Insights	404296	Assistant Data Analyst	Reporting line change
Data and Insights	404297	Business Improvement Lead	Reporting line change
Data and Insights	404384	Lead Data Analyst	Reporting line change
Data and Insights	405078	Senior Business Analyst	Reporting line change
Data and Insights	410537	Assistant Data Analyst	Reporting line change
Data and Insights	410225	A9 - ICT Business Analyst	Reporting line change
Data and Insights	410230	Senior Business Analyst	Reporting line change
Data and Insights	404098	Quality Assurance Lead	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Data and Insights	406580	Senior Data Analyst	Reporting line change
Data and Insights	406581	Data Analyst	Reporting line change
Data and Insights	406582	Senior Data Analyst	Reporting line change
Data and Insights	406583	Senior Data Analyst	Reporting line change
Data and Insights	406584	Senior Data Analyst	Reporting line change
Data and Insights	406586	Senior Data Analyst	Reporting line change
Data and Insights	406587	Senior Data Analyst	Reporting line change
Data and Insights	406588	Data Analyst	Reporting line change
Data and Insights	406589	Data Analyst	Reporting line change
Data and Insights	406673	Senior Data Analyst	Reporting line change
Data and Insights	406681	Data Analyst	Reporting line change
Data and Insights	406727	Senior Data Analyst	Reporting line change
Data and Insights	407033	Senior Data Analyst	Reporting line change
Data and Insights	407930	Assistant Data Analyst	Reporting line change
Data and Insights	407931	Assistant Data Analyst	Reporting line change
Data and Insights	408191	Senior Data Analyst	Reporting line change
Data and Insights	408698	Data Analyst	Reporting line change
Data and Insights	408700	Assistant Data Analyst	Reporting line change
Data and Insights	408743	Senior Project Manager	Reporting line change
Data and Insights	408868	Lead Data Analyst	Reporting line change
Data and Insights	408869	Lead Data Analyst	Reporting line change
Data and Insights	408870	Lead Data Analyst	Reporting line change
Data and Insights	408879	Senior Data Analyst	Reporting line change
Data and Insights	408880	Senior Data Analyst	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Data and Insights	408953	Lead Data Analyst	Reporting line change
Data and Insights	409508	Senior Data Warehouse Developer	Reporting line change
Data and Insights	409546	Senior Data Warehouse Developer	Reporting line change
Data and Insights	410456	Senior Test Analyst (DW/ETL)	Reporting line change
Data and Insights	410481	Senior Test Analyst (DW/ETL)	Reporting line change
Data and Insights	409158	Senior Data Warehouse Developer	Reporting line change
Data and Insights	409159	Senior SQL Developer	Reporting line change
Data and Insights	409160	BI Developer	Reporting line change
Data and Insights	409168	Senior Test Analyst	Reporting line change
Data and Insights	409268	Senior BI Developer	Reporting line change
Data and Insights	410014	Senior Data Warehouse and BI Tester	Reporting line change
Data and Insights	404106	Data Warehouse Developer	Reporting line change
Data and Insights	404108	Senior Data Warehousing Developer	Reporting line change
Data and Insights	404109	Senior Data Warehousing Developer	Reporting line change
Data and Insights	404111	Principal Data Warehousing Developer	Reporting line change
Data and Insights	404115	Senior Business Intelligence Developer	Reporting line change
Data and Insights	404120	Developer	Reporting line change
Data and Insights	404121	Senior Data Warehouse Developer	Reporting line change
Data and Insights	404772	Senior Data Warehouse Developer	Reporting line change
Data and Insights	404775	Senior Business Intelligence Developer	Reporting line change
Data and Insights	404961	Senior Data Warehouse SAS Developer	Reporting line change
Data and Insights	406267	Data Warehousing Developer	Reporting line change
Data and Insights	406548	Senior Data Warehousing Developer	Reporting line change
Data and Insights	406549	Senior Data Warehousing Developer	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Data and Insights	406614	Lead Business Analyst	Reporting line change
Data and Insights	406615	Senior SAS Developer	Reporting line change
Data and Insights	406706	SQL Developer	Reporting line change
Data and Insights	407540	Senior Test Analyst	Reporting line change
Data and Insights	407802	BI Solutions Architect	Reporting line change
Data and Insights	407858	Senior Business Analyst	Reporting line change
Data and Insights	408707	SQL Developer	Reporting line change
Data and Insights	408908	SQL Developer	Reporting line change
Data and Insights	404023	Manager Evidence Synthesis and Dissemination	Reporting line change
Data and Insights	404031	Manager	Reporting line change
Data and Insights	404033	Manager	Reporting line change
Data and Insights	409363	Programme Administrator	Reporting line change
Data and Insights	409382	Logistics Coordinator	Reporting line change
Data and Insights	404067	Principal Analyst	Reporting line change
Data and Insights	404068	Analyst	Reporting line change
Data and Insights	404069	Senior Analyst	Reporting line change
Data and Insights	404072	Analyst	Reporting line change
Data and Insights	406574	Project Coordinator	Reporting line change
Data and Insights	406747	Senior Advisor	Reporting line change
Data and Insights	407659	Assistant Analyst	Reporting line change
Data and Insights	407810	Senior Analyst	Reporting line change
Data and Insights	407811	Senior Analyst	Reporting line change
Data and Insights	408257	Senior Project Manager	Reporting line change



Division	Substantive Position ID	Substantive position title	Confirmed change
Data and Insights	404024	Manager	Reporting line change, Change to role, Change in Title
Data and Insights	410185	Manager	Change in title
Data and Insights	410055	Senior Data Analyst	Reporting line change
Data and Insights	404139	Senior Analyst	Reporting line change
Data and Insights	409021	Senior Data Analyst	Reporting line change
Data and Insights	404135	Senior Analyst	Reporting line change
Data and Insights	404142	Senior Analyst	Reporting line change
Data and Insights	404144	Senior Data Analyst	Reporting line change
Data and Insights	404501	Analyst	Reporting line change
Data and Insights	410271	Principal Analyst	Reporting line change
Data and Insights	404151	Analyst	Reporting line change
Data and Insights	408113	Analyst	Reporting line change
Office of the Hautū	409530	Advisor	Reporting line change
Data and Insights	409682	Chief Advisor	Reporting line change, Change to role
Data and Insights	405494	Principal Advisor	Reporting line change
Office of the Hautū	406529	Senior Business Advisor	Reporting line change
Data and Insights	404027	Chief Education Scientific Advisor	Reporting line change
Data and Insights	404838	Chief Advisor Priority Learners	Reporting line change, Change to role
Design	403627	Business and Employer Liaison Manager	Reporting line change
Ākonga and Community Delivery	410373	Advisor	Reporting line change
Ākonga and Community Delivery	403634	Principal Adviser - Integration	Reporting line change
Ākonga and Community Delivery	405319	Kaiwhakahaere Director	Reporting line change

Division	Substantive Position ID	Substantive position title	Confirmed change
Ākonga and Community Delivery	405674	Programme Director	Reporting line change, Change to role, Change in Title
Ākonga and Community Delivery	410134	Advisor	Reporting line change
Office of the Hautū	406621	Content Producer	Reporting line change
Ākonga and Community Delivery	406837	Content Producer	Reporting line change
System Delivery	410707	Senior Developer	Reporting line change
Design	410650	Project Manager - High Needs Review	Reporting line change
Data and Insights	404102	Assistant Data Analyst	Reporting line change

# He āpitihanga | Appendix

## Feedback and responses

### Data and Insights high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Team splits to address high numbers of direct reports	I received a number of concerns that the proposed split of teams within the structure did not reflect the current work programmes, equitable distribution of workload or how people work together.	The decisions I have made on the split of teams at this time is indicative, with further work to be undertaken in the transition phase. The intent is to have smaller teams, with more support from managers for all staff, but we will need to work through exactly which roles are in each of these new teams. This work will identify the appropriate split of work and team members and how this relates to existing work programmes.
Location of functions within Data and Insights	I received feedback suggesting alternative locations for a range of teams including Workforce, Products and Services and Information Management.	I have decided these teams should remain in the locations proposed at this time. All of the proposed functions within Data and Insights are required to work together cohesively to deliver on our outcomes and therefore I believe they are best located together.
Size of and support for roles critical to delivering our shift to give practical effect to te Tiriti	<p>I received positive feedback that supported the establishment of the Poumatua Raraunga function, however much of this feedback noted the amount of work required to deliver on the proposal. In addition, there were some concerns raised that there is a risk the role is siloed within the structure and there was not sufficient resource to support it.</p> <p>I also received feedback suggesting an additional Māori Data Integrator position.</p>	<p>I have decided I will increase support to the Poumatua Raraunga position, recognising the importance of establishing frameworks that support te ao Māori perspectives, Māori data collection, use and dissemination. I have decided to establish a new Poumatua Raraunga Senior Advisor and a new Poumatua Raraunga Advisor position reporting to the Manager Poumatua Raraunga.</p> <p>I have decided not to establish an additional Māori Data Integrator at this time. We will work with this team to determine needs as the function matures over time.</p>

Themes	Your feedback, suggestions and questions	Our response
Size and structure of teams	<p>I received feedback noting the size of the Chief Data Steward position and capability gaps in some areas that would limit the ability to deliver on intended outcomes.</p> <p>I received feedback that the described functions of the Information Management team did not sufficiently encompass their enterprise-wide functions.</p> <p>I received considerable feedback about the placement of a number of teams including Data Warehouse, Workforce, Wellbeing Measures and Evaluation within Data and Insights.</p>	<p>I have decided I will not change the Chief Data Steward position at this stage. We will work with the Chief Data Steward function closely over the next few months as we move into the structure to set how we will work with each other in the future.</p> <p>I have decided I will not change the structure of the Information Management team at this stage. We will work with this team regarding the Information Management work programme.</p> <p>I have decided not to change the placement of the Data Warehouse, Workforce, Wellbeing Measures and Evaluation. All of these teams are an important part of the functional model and contribute to the whole of Data and Insights and are important to make the change we need for the future.</p>

### Design high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Fragmented ECE function	I heard feedback highlighting the risk that the proposal may fragment the core knowledge of Early Learning teams across functions. I heard that this could lead to a loss of impact for the teams and reduce the connectivity of those working in Early Learning.	On balance, I have decided to keep the Early Learning Operational Policy team within the Operational Policy function so that our operational policy capability can be grown and developed together. While the ECE teams are located in separate teams they will continue working together.

Themes	Your feedback, suggestions and questions	Our response
		Similar to other Early Learning focused teams I have decided to keep the Early Learning Service Design team within the Service Design function so that this capability can be fostered and developed together. While the ECE teams are in separate teams I expect they will continue to work together closely.
Size and structure of teams	<p>I received feedback on the size of various functions. There was positive feedback regarding the establishment of the Te Ranga Tuanaki function however, this feedback also noted that the team needed to be well resourced to meet this potential.</p> <p>I received feedback highlighting how small the Business and Employer Liaison Management function was compared to other functions in Design.</p> <p>I received feedback that supported the placement of the Strategy and Budget team function with Design.</p>	<p>I recognise the need to provide greater support to the Te Ranga Tuanaki function. I have decided to change two of the proposed Advisor positions to Senior Advisor positions to provide greater support to this team, as well as providing a career pathway.</p> <p>I have decided not to shift the location of the team Business and Employer Liaison Management function. While the size of this team is small, I see this team as having an important responsibility to work with a key part of our sector.</p> <p>I have also decided to confirm the Strategy and Budget team within the Design group as proposed.</p>

### System Delivery high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Size of Delivery function	I heard feedback that the proposed Delivery function was very large and may not be able to operate efficiently.	I have considered the submissions and I have decided to split the functions proposed for the Delivery function into two smaller groups that both have a focus on delivery but across two different functional areas. In a new System Delivery group there will be those teams and functions that focus on the operation and enablement of and improvements in, the education system. The

Themes	Your feedback, suggestions and questions	Our response
		other group is named Ākonga and Community to focus on providing services and supports that drive better outcomes for ākonga and whānau.
Structure and location of teams	<p>I received feedback on a number of teams, suggesting alternative locations, including parts of the Operational Resourcing team, ERS and the Provider Assurance group.</p> <p>I also received concerns that the proposed structure will not support the current ways of working for operational policy.</p>	<p>I have decided to realign teams under the new Delivery functions (System Delivery and Ākonga and Community Delivery). We will continue to work with you to implement the ways of working that support the delivery of intended outcomes within these new groups.</p> <p>I acknowledge this feedback. The decisions I have made are to support Operational policy developed by Te Pae Aronui will need to work closely with the Data and Insights and Sector Change and Implementation functions, who are key drivers of sharing insights and understanding from the sector and frontline.</p>
Make up of skills in some teams	<p>I received feedback highlighting concerns about the mismatch of skills and expertise of teams proposed in functions.</p> <p>I also received feedback on the required change in capability in some teams, including Partner Services and Channels.</p>	<p>I acknowledge this feedback and where changes have not been made, we will work together to understand how these functions could be developed and matured.</p> <p>I have decided to rename Provider Services to Partner Services to better reflect what this function is intended to deliver. I acknowledge the change in skills required and as this team is established we will work together to develop this function and capability.</p>

## Ākonga and Community Delivery high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Delivering on our shift to practically give effect to te Tiriti	I heard feedback that the delivery structure would not deliver on the shift to practically give effect to te Tiriti due to the diminishing number of Māori staff in leadership positions, lack of cultural capability (including kaupapa and mātauranga Māori) and resourcing in some areas, and level of the equity function. I also heard concern that the structure as proposed would encourage a siloed approach to equity rather than embedding equity into all of our work.	<p>I have considered all feedback and met with some teams in person.</p> <p>To deliver our shift towards taking practical action to give effect to te Tiriti o Waitangi and to better support all learners, some changes can and need to be made to the proposed structure. I have decided to:</p> <ul style="list-style-type: none"> <li>• Create a new tier three function called Ākonga and Community Delivery - (focused on addressing inequities for underserved groups).</li> <li>• Leave Te Hurihanganui in the new Ākonga and Community Delivery function.</li> </ul> <p>I have decided to add extra roles to support the Poumatua Rararaunga and Te Ranga Taunaki. These roles will be critical in providing expert advice that will help Te Tāhuhu work together to achieve the four shifts. This extra capacity has been created to meet the anticipated demands of these functions.</p> <p>The structural decisions will not on their own give effect to te Tiriti, and this will be a major part of the next phase of development including our operating model and new ways of working.</p>
Size of Delivery function	As documented in the System Delivery feedback table, I received feedback on the size of the proposed	I have considered the submissions and have decided to split the functions proposed for the Delivery function into two groups that both have a focus on delivery across two different focus areas.

Themes	Your feedback, suggestions and questions	Our response
	Delivery function, with concerns raised that this would be too large to operate efficiently.	The capabilities I have decided to confirm to the Ākonga and Community Delivery function are those that focus on providing services and supports that drive better outcomes for ākonga and whānau.
Location of teams	I received feedback that functions such as Project Delivery, Te Hurihanganui, Restraints, ESOL, Refugees and Migrants, Pacific could be positioned in other teams.	<p>I have considered this feedback and have elevated the Pacific team within the newly established Ākonga and Community Delivery function.</p> <p>As proposed, Project Delivery, Te Hurihanganui, Restraints and ESOL, Refugees and Migrants will be placed within Delivery, in the Ākonga and Community Delivery group.</p>
Nurturing Pacific Programmes	I received feedback that the proposed structure would not nurture the programme of work for Pacific communities and would dilute the effectiveness of this programme. I heard the work that the Programme Director and team undertakes did not fit well in the Engagement and Communications function and generally PICI teams needed to be elevated and made more discrete.	I acknowledge the importance of the work this team completes and that the proposed structure would not enable this team to continue to deliver on better outcomes for Pacific communities. For this reason, I have decided to establish a Pacific team within the Ākonga and Community Delivery group. I have also created an Ākonga and Whānau team within Design which will be led by a current PICI team and will continue to support internal staff to include whānau in their work from problem definition, through to ideation, design, implementation and evaluation.



Themes	Your feedback, suggestions and questions	Our response
Missing capability	<p>I also received suggestions for the establishment of a new Chief Advisor Equity Ethnic Learners position.</p> <p>I also received feedback querying where ownership for the work supporting the young people with disabilities sat.</p>	<p>I have taken this into consideration; however I have decided not to progress with this suggestion at this time.</p> <p>I have confirmed the Principal Advisor Integration who currently leads the work for young people with disabilities will continue to lead this work within Ākonga and Community Delivery group. This body of work will also be supported by Learning Support to help make sure the needs of Ākonga and Whānau with disabilities are met.</p>
Visibility of School Support	<p>I received feedback on the lack of visibility of the school support activities Te Pae Aronui provide to the sector, that these are being delivered by various teams and suggestions to establish a function that centralises these within one team to maximise efforts.</p>	<p>I have considered this feedback and have decided to establish a Student Support function within the Ākonga and Community Delivery group, which will take responsibility for the various student support activities across Te Pae Aronui and expand these as appropriate. The activities and work programme for this new function will be developed together with relevant teams as part of the transition phase.</p> <p>I am creating a dedicated Student Support Team that will provide targeted support and delivery of programmes such as surrender and retention guidance, drug testing, enrolment systems and eligibility, student management systems, custody issues, family harm, after school programmes, and support for rainbow/LGBTIQ+ students.</p>

## Sector Change and Implementation high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Naming of this function	I received feedback that indicated the name Change Management and Implementation was creating some confusion between this function and the EPMO function within Corporate.	To address this, I have decided to change the name of this function to Sector Change and Implementation to better reflect its purpose.
Structure of this group	<p>Feedback noted some opportunities to consolidate the proposed tier four teams differently due to the similarities of some teams.</p> <p>I received some questions regarding the difference between the Integration and Oversight function and the enterprise Programme Management Office (ePMO).</p>	<p>I have considered feedback regarding the structure of the tier four teams. I have decided to consolidate the Portfolio Management, Portfolio Equity and Programme Support Office teams to streamline this group.</p> <p>The Integration and Oversight function is focused on sector-facing change, whereas the ePMO is focused on Te Tāhuhu-wide change programme.</p>
Opportunity for this group	Although some feedback questioned if this team had overlap with the Delivery function, most feedback noted the opportunity for and importance of this function. It noted that the demand for it would likely outstrip the availability.	As this function matures there may be opportunities to bring in additional resources as required.
Implementation capability	Feedback expressed concern that this team did not include an implementation function for internal Te Pae Aronui programmes of work.	I have considered this feedback and I agree we will need resources focused on the implementation of Te Pae Aronui changes. I have therefore decided to include additional roles that will support Te Pae Aronui focused implementation. This will include the establishment of two additional Te Pae Aronui Implementation Lead roles reporting to Manager Change.

## Network and Regulatory high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Fragmented ECE function	There were submissions that raised concerns that the fragmentation of ECE teams and functions would result in a loss of core knowledge and a lack of ownership and connectivity.	<p>I have taken this feedback into consideration and have decided the ECE portfolio will be assigned to a tier three function and leader. They will be responsible for championing the ECE function and ensuring its visibility and connection across Te Pae Aronui.</p> <p>I have also decided to establish a Chief Advisor ECE to provide more connectivity, expert training and advise on consistent National Practice. The Early Learning Regulation function will remain part of the Network and Regulatory group, I expect this function to continue to collaborate with other Early Learning focused teams across Te Pae Aronui and Te Tāhuhu.</p>
Location of teams	<p>I received feedback questioning whether the school support functions in the Schooling Regulation team would be better positioned in other groups.</p> <p>I also received feedback that highlighted concerns that the location of the Sensitive Claims function in the proposed Regulatory group would send a signal that this function would be heavily bound by rules.</p> <p>I received feedback proposing the Schooling Networks team should move to the Regulatory function.</p> <p>I also received feedback suggesting the Auckland and Tai Tokerau teams within Schooling Network should now transition back to the regions.</p>	<p>As a result of feedback, I have established the Student Support team in the Ākonga and Community Delivery group which will be responsible for the non-regulatory functions that this team currently does.</p> <p>I have considered feedback regarding the location of Sensitive Claims, with the shift in focus to becoming a modern regulator for the Network and Regulatory group a step in the right direction for our teams and functions that deliver to legislative requirements, of which Sensitive Claims is one.</p> <p>I have considered the feedback on the location of Schooling Networks and confirm the Schooling Networks team will move to the Network and Regulatory group, centralising our Networking capabilities.</p>

Themes	Your feedback, suggestions and questions	Our response
		<p>As the Auckland Region has undergone significant changes as part of this change process, the Hautū Te Tai Raro and I have agreed to keep the Auckland and Tai Tokerau function within the Schooling Network team for the time being to allow for further consideration on how and when this team should transition back to the Auckland and Tai Tokerau regions.</p>
Capacity and capability of teams	<p>I received feedback on the lack of capacity to support Network (Early Learning) within the proposed structure.</p> <p>I also received feedback on the importance of implementing regulations consistently and fairly, with suggestions that the proposed National Practice function would detract from each Manager within the proposed Regulatory group considering consistency of practice. I also received feedback that the proposed National Practice function should hold a te Tiriti focus to support the proposed Regulatory group.</p>	<p>I have noted the concern around the lack of capacity to support Network (Early Learning). As indicated in the proposed design this position and function was included for completeness to represent Cabinet decisions to establish this function, however did not represent the whole of the new team. Further work will be progressed to build this team so that there is adequate capacity to deliver this function.</p> <p>I have considered feedback on the National Practice function and have decided that a Chief Advisor position would be best suited to support Managers to consider consistency of practice in place of a team.</p> <p>As I have decided to establish a Chief Advisor National Practice position in place of a National Practice team, I have decided that a Chief Advisor Te Tiriti position would be suitable to support the Network and Regulatory group.</p>

## Learning Support high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Shifting roles of the regions	There was a considerable amount of concern raised in feedback about the proposal to shift field staff reporting lines to the regions and their ability to continue to deliver on outcomes.	<p>I have considered this feedback. I am not changing the proposal at this time as I believe that it is appropriate to move the field staff reporting line into the takiwā, closer to those they serve.</p> <p>More work is also needed over the next few months as we move to the structure, working with these teams to ensure they become a connected, specialist function that responds to the needs in the takiwā, helping them deliver better services. This will be a critical piece of work next year.</p>
Strengthening our role in providing national practice and support	<p>I heard suggestions for bringing particular roles into the Learning Support function that have a focus on providing national practice and support. These suggestions included the:</p> <ul style="list-style-type: none"> <li>• Lead Advisors who provide practice and fidelity support to the PB4L suite</li> <li>• Lead Advisor who provides practice and support for the staff in the regions responsible for Counselling in Schools</li> <li>• Principal Advisor responsible for NTLB guidance and support</li> <li>• Lead Advisor ORS</li> <li>• Day Specialist Schools</li> </ul>	I have considered feedback. Whilst I have not made changes to the structures at this point, there will be an important piece of work during the transition to look at ways of working that support an effective national practice and support function.
Changes to Te Kahu Tōi	I also received submissions with suggestions for how funding for Te Kahu Tōi be treated, with suggestions	I will consider delegations for Te Kahu Tōi in the next phase of Te Pae Aronui development.

Themes	Your feedback, suggestions and questions	Our response
	<p>that the delegation remain with the lead of this function within Learning Support.</p> <p>I also received feedback concerned that perceived fragmentation will lead to loss of knowledge and guidance in Intensive Wraparound Service delivery.</p>	<p>I have decided that one of the specialist advisor roles in Learning Support Systems will specialise in IWS. This decision is to maintain knowledge and preserve fidelity within the functional model.</p> <p>More work is also needed over the next few months as we move to the structure, working with these teams to ensure they become a connected, specialist function that responds to the needs of the takiwā, helping them deliver better services. This will be a critical piece of work next year.</p>
Naming of functions	I received feedback on the naming of the proposed function, High Needs, with a range of suggestions provided.	I have considered the feedback provided and decided the confirmed name for this function will be Learning Support Systems.

### Office of the Hautū high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Capability in the Office	I received positive feedback that the Business Planning and Performance function within the Office of the Hautū would support the Te Pae Aronui team with important mahi.	I confirm a new Manager Business Planning and Performance position will be established to lead the Business Planning and Performance function.
Placement of PICI	I received feedback noting concern around the placement of PICI positions in the Office and the drop in tier of these roles as a result. Feedback noted these factors would impact the ability of the current team to deliver on key outcomes.	I noted these concerns. As a result, I have decided to create a tier four Ākonga and Whānau Liaison Management function within the Design group. This function will be led by the Programme Director that was proposed to sit within Engagement and Communications in the Office of the Hautū.

Themes	Your feedback, suggestions and questions	Our response
		This function will be focused on engaging with whānau, hapū and iwi as part of the design process.
Title of tier three position	I received feedback that the tier three role leading the Office should align with other tier three roles within Te Pae Aronui.	I have taken this feedback on board and confirm a change in position title to General Manager – Office of the Hautū.

### Te Pae Aronui (all functions) high-level feedback themes and responses

Themes	Your feedback, suggestions and questions	Our response
Ensuring authenticity in responding, supporting and giving practical effect to te Tiriti o Waitangi and te ao Māori perspectives	<p>I received critical feedback noted from kaimahi Māori raising concerns about how the change would deliver a leadership team that has the capability and understanding of te ao Māori, tikanga, kaupapa and mātauranga Māori to enable bring practical actions to give effect to te Tiriti.</p> <p>I also heard the feedback suggesting the acknowledgement and enablement of better ways of working for kaupapa Māori teams or those teams already servicing our Māori communities, including providing a safe working environment for kaimahi Māori.</p>	<p>I have noted these concerns and for these reasons I have made some changes to the structure, including:</p> <ul style="list-style-type: none"> <li>• Creating a new tier three function called Ākonga and Community Delivery</li> <li>• Creating a tier four Pacific function</li> <li>• Adding extra roles to support the Poumatua Rararaunga and Te Ranga Taunaki. These roles will be critical in providing expert advice that will help Te Tāhuhu work together to achieve the four shifts. This extra capacity has been created to meet the anticipated demands of these functions.</li> </ul> <p>The structural decisions across Te Pae Aronui will not on their own give effect to te Tiriti. The next phase of development will involve kaimahi Māori and will be a major part, including the next part in our journey with our operating model and new ways of working.</p>

Themes	Your feedback, suggestions and questions	Our response
Changes proposed have the potential to perpetuate systemic racism	I heard feedback noting the critical expertise within Te Hurihanganui has been undervalued and not acknowledged what it already has with cultural competency, critical consciousness, racial equity and diversity.	<p>I recognise from the feedback that these are key components in recognising existing expertise that should be valued and elevated. For these reasons I have made some changes to the structure, including:</p> <ul style="list-style-type: none"> <li>• Creating a new tier three function called Ākonga and Community Delivery - (focused on addressing inequities for underserved groups).</li> <li>• Leaving Te Hurihanganui in the new Ākonga and Community Delivery function.</li> <li>• Further work will be progressed to build the next phase of development including our operating model and new ways of working to capture this expertise.</li> <li>• This will be a critical piece of work next year.</li> </ul>
Lacking admin and general support roles	I received feedback noting the proposed model of support was too light to operate efficiently as a function. I heard that the diminishing Executive Assistant and Administrative support would likely diminish the performance of groups due to lack of support to help with tasks such as invoice processing. I also heard that a generalist Principal Advisor may be more appropriate than a Chief Advisor in most functions.	I recognise from the feedback that the functions were missing positions to provide general support and advice that support the function to operate efficiently. Because of this feedback, I have created new Business Support Officer roles reporting into the tier three General Managers. These Business Support Officer roles will provide overarching support that helps the function to run more efficiently. I have also decided it is more appropriate for most groups to have a Principal Advisor, rather than Chief Advisor reporting to the tier three General Manager.