

Te Pae Aronui

Table of contents

He kupu nā te Hautū	3
Message from the Hautū	5
Ngā huringa i ā tātou mahi me tō tātou tāera mahi Shifts in what we do and how we work.....	7
Tā mātou e tāpae nei me te take e tāpaetia ana What we are proposing and why.....	8
Ngā ārahitanga i te taumata toru Tier 3 Leadership	12
Data and Insights	19
Data and Insights – Analysis and Research Hub	26
Data and Insights – Strategic Data Insights Planning.....	29
Data and Insights – Data Information Stewardship.....	32
Data and Insights – Products and Services	36
Design.....	37
Design – Operational Policy	42
Design – Service Design	44
Design – Te Ranga Taunaki	47
Delivery	49
Delivery – Operational Resourcing and Funding	55
Delivery – Equity	57
Delivery – Procured Services.....	59
Delivery – Channels.....	61
Change Management and Implementation.....	63
Change Management and Implementation – Portfolio Management	67
Change Management and Implementation – Portfolio Management – Equity	69
Change Management and Implementation – Programme Support Office	71
Change Management and Implementation – Change Management	73
Change Management and Implementation – Integration and Oversight	74
Regulatory.....	77
Regulatory – Network (Early Learning)	82
Regulatory – Schooling Regulation	83
Regulatory – Sensitive Claims	84

Regulatory – National Practice	85
Learning Support.....	87
Learning Support – Learning Support Practice	91
Learning Support – High Needs	92
Office of the Hautū	94
Office of the Hautū – Executive Services	98
Office of the Hautū – Engagement and Communications	99
Office of the Hautū – Business Planning and Investment Management	101

He kupu nā te Hautū

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

Kia ora e te whānau

Nō te Ōketopa o te tau kua hori, te wā i whakapūmautia ai a Te Pae Aronui hei wāhanga o Te Mahau, kua whai mātou ki te whakakotahi i ngā rōpū e toru i tōna wā i noho motuhake, ki te whakawhanake anō hoki i te tāera a Te Pae Aronui.

E whakahīhi ana ahau i ngā tāngata o Te Pae Aronui i ngā kokenga o roto i te tau kotahi, iti iho. E hihiko ana te ngākau i te rautaki kua whakawhanake tahitia e tātou hei hāpai i te whakatutukitanga o te whāinga mō Te Mahau.

Ko taua whāinga rā ko ngā ratonga mātauranga kouna e hāpai ana i tā ngā ākonga katoa me ngā whānau hoki, whai i ngā hua mana taurite me ngā hua kairangi.

Ko te tūāoma ka whai ake hei takahi mā tātou o Te Pae Aronui, he tiroiro i tō tātou hanganga e pai ai tā tātou whakamana i te oati a Te Mahau.

Nā reira he kaitā te panonitanga ki te anga e tāpaetia ana e au, ka mutu, me pērā.

He wāhi nui tō Te Pae Aronui i roto i ngā whakahaere, me te aha, me whai anga e hāngai ana.

Ko tā tātou he hoahoa, he rato, he aroturuki hoki i ngā ratonga mātauranga. Waihoki, he whakamatua i ngā kaiwhakarato e tautoko ana i ngā ākonga me ngā whānau, i ngā hapū, i ngā hapori ā-iwi, otirā i te rāngai, kia puta ai ko ngā hua mātauranga o te mana taurite, o te kairangi anō hoki.

Ko tā tātou he tūhono, he whakakotahi hoki i ngā wāhanga katoa o Te Mahau. He tomokanga tātou ki te rāngai, otirā, ki ō tātou tāngata kei ngā rohe. He putanga anō hoki tātou e rere ai te maramatanga me te mātauranga, kia pai ai tā ō tātou tīma hoahoa i ngā ratonga pai, whai wāhi hoki ki Te Mahau whānui e puta ai ngā hua nui katoa.

Ka whakarārangi tēnei tāpaetanga i tētahi anga māmā noa iho nei mō Te Pae Aronui. E hāngai ana ki ngā rōpū me whai hei rato i ngā ratonga me ngā momo tautoko e whai hua ai ngā ākonga me ngā whānau. Mātua rā, ka whakauru i tētahi āhua mahi hou ki ngā whakamaheretanga, ka whakatinana hoki i ngā panonitanga ā-mātauranga e takatū ai te rāngai ki ā mātou mahi, ā, e mārama ai mātou ki ō rātou hiahia.

Ka uru mai ko te whakairotanga o ngā whanonga me ngā panonitanga me kite i te rāngai. He whakaatutanga tērā o tētahi huringa nui, arā, o te āta mahi tahi ki te rāngai, ki ngā whānau, ki ngā hapū, ki ngā iwi, ki ngā hapori me te whakamahi i ō tātou mana whakahaere kia puta ai he hua.

Ko te huringa whakahirahira ka kitea i tēnei tāpaetanga, he huringa mai i tētahi anga ā-taupori kiritaki (wāhi ako kōhungahunga, te mea, te mea) kia noho kē ai hei pūnaha pāhekoheko kua hoahoahia e ai ki ngā rōpū - e mahi tahi ai ia tīma, e whakawhirinaki ai tētahi ki tētahi, hei whakatutuki i ā rātou mahi.

Nā reira ka whakawhirinaki atu te tīma [*Hoahoa Ratonga*]* ki te tīma [*Raraunga me ngā Mōhiotanga*] ki te hoahoa i ngā ratonga e hāngai ana ki ngā hiahia ka whakaatuhia e ngā pārongo. Mā te tīma [*Whakahaere Panonitanga me te Whakatinana*] te tīma [*Whakarato*] e tohu mō te wā pai ki te kōkuhu atu, ā, e tohu hoki mō ētahi atu pūāhua ka hāpai pea, ka haukoti rānei i ngā kōkūhutanga. Ko te wāhi ki te tīma [*Whakamatua*] he whakatakoto i ngā paerewa, he ā hoki i ngā whanonga me kite i te pūnaha. Me whakawhirinaki ia rōpū, tētahi ki tētahi, e tino eke ai ā rātou mahi.

Pēnei i Te Poutāhū, kua whakaritea a Te Pae Aronui kia hono atu ki ngā tīma ā-rohe o Te Mahau, ka hōmiromirotia nei e ngā Hautū o te takiwā o Te Mahau.

Ka ū atu ō tātou rōpū tōpū ki ngā wāhi hou i te takiwā o Te Mahau - ngā wāhi māori e tūhono ai ngā raraunga me ngā mōhiotanga, te panonitanga, te whakarātonga, te whakamatuatanga, te hoahoatanga rānei e angitu ai ngā tīma ā-rohe.

Mā konei e whaitake ai, e takatū ai, ā, e āngia ai hoki mātou e ngā āhuatanga e whai hua ai ngā ākongā, ngā whānau me ngā kaiwhakaako. Ina hoki koinei te take e hoki ai tātou ki te mahi i ia rā.

E mihia ana ngā mahi kua oti kē nō te Ōketopa 2021 ki te whakairo i a tātou me ā tātou mahi. Tēnā koutou i ō koutou hekenga werawera.

Ka rerekē te pāngia o te katoa i Te Pae Aronui e ēnei tāpaetanga. Ka tino uaua ki ētahi o koutou te nui o ngā panonitanga. Kei te hia mihi ahau i tērā.

He mea nui ki ahau tō mōhio e rangona ana ō whakaaro, ā, e wātea ana koe ki te āta whakaaroaro i te tikanga o ā mātou tāpaetanga, me te wero hoki i ō mātou whakaaro.

Me whai wāhi ki tēnei hātepe ngā whakawhitinga kōrero motuhenga, ā, mā mātou ngā ara e whakarite e taea ai te pērā.

E whai ana ahau kia wāhi mahi pai a Te Pae Aronui, e tū motuhenga ai koe, e wātea ai hoki ētahi ara ki a koe kia angitu ai koe, ā, kia tautokona hoki tō pērā.

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

Sean Teddy

Hautū, Te Pae Aronui

*He kōrero whakamahara: Nā te kaiwhakamāori anō ēnei ingoa o ngā tīma (kua titahatia). Kāore anō ēnei ingoa kia whai mana nei e te rōpū whānui o Te Pae Aronui.

Message from the Hautū

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

Since October last year, when Te Pae Aronui was established as a part of Te Mahau, we've been working to bring together three previously distinct groups, and to develop our Te Pae Aronui way.

I'm hugely proud of Te Pae Aronui people and how far we have come in just under a year. I'm inspired by the strategy we developed together, which helps achieve our vision for Te Mahau.

That vision is to provide high quality education services that help achieve equitable and excellent outcomes for all ākonga and whānau.

The next step in our journey as Te Pae Aronui is to make sure we are organised in a way that best enables us to deliver on the promise of Te Mahau.

That means the structural change I'm proposing is significant, and it needs to be.

Te Pae Aronui has a big operational role, and it needs a structure that matches it.

We design, deliver and monitor education services, and regulate providers who support ākonga and whānau, hapū, iwi communities and the sector, in order to achieve equitable and excellent education outcomes.

We connect and integrate all Te Mahau parts. We provide both an 'in' to the sector and our people in the regions, and a pathway back 'out' for insights and knowledge to flow, so our teams can design great services and work across Te Mahau to make the most impact.

This proposal outlines a simple structure for Te Pae Aronui based on the functions required to deliver services and support that will make the most difference for ākonga and whānau. Importantly, it also introduces a new approach to planning and implementing education changes, so that the sector is ready for our work, and we are in tune with what they need.

This includes shaping the behaviours and changes that we will need to see in the sector. That reflects an important shift to working more in partnership with the sector, whānau, hapū, iwi, and communities and using our collective levers to get results.

The fundamental shift you'll see in this proposal is a move from a structure based on customer populations (early learning etc) to an integrated system designed around functions – where each team works with, and relies on, each other to deliver their role.

Service Design therefore relies on Data and Insights to design services that respond to what our information shows is the real need on the ground. Change Management and Implementation advises Delivery on the best time for an intervention to happen, and what else is going on that might support it

or get in the way. Regulation helps set the standards and drive the behaviour we need to see in the system. Each function needs the other to really do their job well.

Te Pae Aronui, like Te Poutāhū, has also been designed to integrate with the regional Te Mahau teams overseen by Te Mahau takiwā Hautū.

Our integrated functions dock into new places in Te Mahau takiwā – natural places for data and insights, change, delivery, regulation or design to connect so the local teams can deliver.

In this way we're deliberate, planned, and driven by what's going to make the most difference for ākonga and whānau and educators. Which of course, is what brings us all to work every day.

I'm grateful for the mahi that we have already done since October 2021 to shape who we are and what we're all about. Thank you for your hard work.

Everyone in Te Pae Aronui will be differently affected by these proposals. For some of you the scale of change will be personally challenging. I want to acknowledge that.

It is important to me that you feel heard, that you have the opportunity to think about what our proposals mean, and can challenge our thinking.

This process requires genuine consultation, and we will provide you with plenty of opportunities to do that.

I want Te Pae Aronui to be a great place to work, and to allow you to be you, have the opportunities to be your best, and to be supported to do that.

*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

Ngā huringa i ā tātou mahi me tō tātou tāera mahi | Shifts in what we do and how we work

Te Pae Aronui connects people, knowledge, services and regulatory processes to help shape an inclusive education system.

As Te Pae Aronui, we gather insights, regulate, provide service design and delivery functions, understand ākonga and whānau, communities and businesses – and use that to shape and influence the direction of education in Aotearoa New Zealand.

When Te Mahau was established late last year, our Evidence Data and Insights and PICI functions from our Sector Enablement and Support teams came together to form Te Pae Aronui. It was intended that our new group 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 for tomorrow.

While we'll be building on strong foundations, we must also make changes so that Te Pae Aronui can enable Te Mahau as a whole to deliver the results that ākonga and whānau, educators and Ministers expect of us.

This proposal for change enables Te Pae Aronui to play its crucial role in achieving change and system performance, by focussing our work on what's required to achieve excellence and equity across the education system.

The depth of this proposed design contributes to and builds on the four shifts in the way we work. These are:

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

This design proposes a simplified and streamlined leadership structure for Te Pae Aronui. The proposed leadership structure is integral to embedding our core ways of working both within Te Pae Aronui, and across Te Mahau and Te Tāhuhu. Greater detail on leadership team roles, the functions they are responsible for, and the teams that will deliver these functions are described in this document.

Tā mātou e tāpae nei me te take e tāpaetia ana | What we are proposing and why

Te Pae Aronui is 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 and Ministers of the Crown expect.

Organising ourselves to deliver on our purpose

In this proposal, I am taking this opportunity to focus on how we best 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 consultation pack that I am proposing 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 this.

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. These include:

- 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 Change Management and Implementation function will provide clear connections, prioritisation and line of sight to coordinate, embed, and implement 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 Delivery function centralises our capabilities to deliver initiatives and programmes to communities, the regions, and the sector.
- A new and modern Regulation function elevates the importance of our regulatory role and brings together regulatory operations under one group.
- Learning Support focuses on central practice support for Learning Support delivery staff. Locally based learning support delivery teams will move to report to Te Mahau takiwā, in the proposed new integrated local delivery teams across the motu.
- A new Office of the Hautū function supports the Hautū and Te Pae Aronui across communications and engagement, executive services, and the management of programmes and investments.

Underpinned by new ways of working

The changes I propose 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 with the sector, employers, communities, whānau, hapū, iwi and Māori, and ākonga and whānau.

How we work with each other within Te Pae Aronui and across Te Tāhuhu is a powerful enabler of change. We are also implementing many non-structural changes through our ways of working. This is a longer-term process.

Between a simplified structure, a plan focused on our people, strong feedback loops, clear expectations and by 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.

Taking practical action to give effect to te Tiriti o Waitangi

The proposed changes will help Te Pae Aronui realise our commitment to take practical action to give effect to te Tiriti. These changes are intended to support us to practice reasonable and honourable kāwanatanga, as set out in Te Arawhiti Māori Crown Relationship framework.

The proposed changes will be consistent with our statutory obligations, including under the Education and Training Act (2020) and the Public Service Act (2020). Our commitment to te Tiriti informs the functional design. Specific examples within the design include:

- The proposed Office of the Hautū helps Te Pae Aronui uphold our te Tiriti commitment through performance expectations and monitoring. Upholding our commitment to te Tiriti is a core element of Te Pae Aronui strategy and will be core to our priorities, expectation setting, and performance metrics.
- The Data and Insights function includes the proposed establishment of Poumatua Raraunga who will work to support data and research strategies to recognise Māori raraunga (data) and Kaupapa Māori.
- Within the Data and Insights function, new Integrator positions are proposed. These positions will develop key insights into what is working for Māori in the regions, and continuously improve services and support change delivery. These insights support us to exercise kāwanatanga to govern in good faith, and actively protect Māori interests.
- The Design function includes specific te ao Māori capabilities. This function will have a focus on designing from the outset to give effect to te Tiriti in the services and supports we create, as well as supporting iwi and Māori to create and own their own solutions that realise ākonga potential.
- Our commitment to pursuing equity is a core focus across the Delivery function, specifically through the proposed Equity team. This team drives a collective focus on equity for all, and equity for Māori.

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 take action. We will prioritise work that delivers on our pursuit of equity. The proposed changes to Te Pae Aronui will bring this to life through:

- The Data and Insights function which will collect, store, analyse and communicate data and information to drive change to improve equity across the education system. This function will provide evidence of where inequities exist and support the right decisions to remove barriers and improve equity.
- Within the Delivery function, the proposed Equity team will work to reflect the core strategic direction of Te Pae Aronui, including building the ability to recognise inequity and analyse systems of power. This involves reflecting on what needs to change and committing to take action to improve equity. Importantly, having Te Hurihanganui as part of the leadership of this team reinforces the specific commitment to te Tiriti and achieving equity for Māori.

Giving priority to regional and local voice

The proposed design will harness the relationships Te Mahau takiwā hold at the regional and local level, so that our services reflect and deliver to local experience. Some focus areas in the proposed design include:

- The Change Management and Implementation team will have a strong connection with Te Mahau takiwā. Alongside a centralised structure that is focussed on implementation, it will support a consistent human centred design by including practitioners, iwi, Māori, and users of services right from the start, so that change is delivered in a way that is informed by the needs of those we deliver to.
- The Data and Insights team will become a strengthened hub for data requests within Te Tāhuhu. It will use data, feedback and information flows from Te Mahau takiwā to inform insights and intelligence. These will be used to make evidence-led decisions across Te Tāhuhu.
- The proposed implementation of a service design model will prioritise regional/local voice within service design, with ākonga and whānau and the sector at the heart of proposed solutions.

Delivering greater responsiveness, accessibility and integrated services and supports

The proposed changes will support Te Pae Aronui to play its part in helping Te Tāhuhu to shift resources, and to develop new services and support for tomorrow. It will play a key role in supporting Te Mahau in being a connected and sector facing body with the right capabilities to change.

- The insight and on-the-ground knowledge gained from close working relationships between the learning support practitioners and the learning support function will help to produce quality practice guidance, and support that reflects new learnings on what works well.
- The Change Management and Implementation function will drive an integrated approach to the development and improvement of our services and support. This function is essential to

developing cohesion and connection, including the prioritisation and impact assessment of changes out to Te Mahau takiwā and sector.

- The modern approach to regulation will provide greater responsiveness and transparency. It will use available monitoring and review information to proactively identify and assess, and then report or address, problems. This proposed shift will better enable the regions to undertake responsive regulatory activities with ECE, Kōhanga reo, kura and schools.
- The Office of the Hautū will support us to be open and transparent with external parties across the sector, including Ministers of the Crown, through proactively supporting Official Information Act (OIA) requests, Ministerials and Written Parliamentary Question responses, select committee correspondence, etc. This team will develop responses to requests and work with teams to be able to respond to these requests quickly and accurately.

Improving feedback loops and information flows

The proposed functional 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 the education system. The voice 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.

Other examples of improving feedback loops include:

- Establishing data integrators and change and implementation integrators, with a focus on developing and building working relationships across Te Mahau and Te Tāhuhu. These roles will facilitate the sharing of information, insights and understanding, while also bringing the right people together at the right time to make a difference.
- The Regulatory function is intended to drive a shift towards becoming a modern regulator which will understand and use the full range of levers available, from support to enforcement. It will understand regulation across the ākonga education journey, supporting those who are subject to regulation, and those who use regulated services.
- The Data and Insights group will be better connected to use insights from the lived experience of our staff, the sector, ākonga and their whānau to have greater influence on policy design and service improvement. This function will work through a business partnering model across Te Tāhuhu to create insights at all levels.

Ngā ārahitanga i te taumata toru | Tier 3 Leadership

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

I am proposing significant change to our tier three leadership structure. Under this proposal, the tier three leadership team reporting to me will include the following roles:

- General Manager, Data and Insights
- General Manager, Design
- General Manager, Delivery
- General Manager, Change Management and Implementation
- General Manager, Regulatory
- General Manager, Learning Support
- Director, Office of the Hautū
- Pou Ārahi – matrixed reporting line to Te Tuarongo (unchanged).

These direct reports will make up the core, substantive leadership team for Te Pae Aronui. Each General Manager will be supported by an Executive Assistant. These positions are captured in the structure charts for each group, specific impacts to existing roles are reflected in the impact tables in Section C.

Proposed changes at Tier 3

Proposed disestablishment of the following roles currently reporting to Hautū Te Pae Aronui:

- Associate Deputy Secretary, Resourcing and Early Learning Operational Delivery
- Associate Deputy Secretary, Strategy and Implementation
- Associate Deputy Secretary, Network and School Delivery
- National Director, Learning Support Delivery
- National Director – Evidence, Data and Knowledge
- National Director PICI
- Director – Office of the Deputy Secretary
- M4 – Specialist Managers NEC
- Chief Operating Officer
- Associate Deputy Secretary Early Learning, Claims and Engagement
- Principal Advisor (408106)
- Manager (403628)

Proposed establishment of the following roles to report to Hautū Te Pae Aronui:

- General Manager, Data and Insights
- General Manager, Design
- General Manager, Change Management and Implementation
- General Manager, Delivery
- General Manager, – Regulatory

- General Manager, Learning Support
- Head of the Office of the Hautū

Details regarding rationale and specific impacts are reflected in the impact tables in Part C.

Proposed structure

See attached structure chart.

Proposed functions, services and accountabilities of Te Pae Aronui Tier 3 leadership

	Service Areas	
Role Title	General Manager, Data and Insights	General Manager, Design
Role Architecture Name	General Manager (Tier 3)	General Manager (Tier 3)
Specific Portfolio Accountabilities	<ul style="list-style-type: none"> • Analysis and Research Hub (Evidence Synthesis and Dissemination) • Analysis and Research Hub (Analysis Research and Evaluation) • Strategic Data Insights Planning • Insights Integration • Data Information Stewardship • Products and Services • Poumatua Raraunga 	<ul style="list-style-type: none"> • Operational Policy • Service Design • Te Ranga Taunaki (Māori centred design) • Strategy and Budget • Network Schooling • Business and Employer Liaison Management
WHAT does the function do?	Data and Insights will provide a centralised point through which information flows from the sector, communities and takiwā, into Te Mahau and Te Tāhuhu, to inform what we do and how we do it. It will operate as the connector through which our colleagues across Te Tāhuhu can engage with quantitative and qualitative information, data and insights from a range of sources.	<p>Design will lead the development of service design principles, frameworks and practices that we will use in a repeatable and systematic way across our initiatives and programmes, putting people at the heart of what we do.</p> <p>This new group will collaborate with colleagues across Te Mahau takiwā to build an understanding of the design challenge; informed by data and insights. Through the design process the team will develop a clear understanding of the intended benefits and feasibility of any service – including</p>

	Data and Insights will either provide this information, or translate it into intelligence, to support evidence-led decision making in service design and development, policy, and strategic planning across Te Tāhuhu.	who the service is for, and the outcomes we expect to see as a result. Design will work closely with other functions across Te Pae Aronui, Te Mahau and Te Tāhuhu.
WHY is it important?	As our takiwā work closely with whānau, hapū, iwi and Māori, communities and the sector, we need to have the capability within Te Pae Aronui to capture, develop and share insights and data. Both within Te Mahau and Te Tāhuhu, this capability will enhance regional delivery, support service design and more strongly shape policy responses that meet the needs of ākonga and whānau.	The purpose of this new Design group is to bring our existing service design capability together, and establish a new function that significantly broadens and deepens our capability. This group will be accountable for the design of services that create the best outcomes for ākonga and whānau.
WHAT happens here?	<ul style="list-style-type: none"> • Evidence synthesis and reporting including ākonga and whānau voice • Manage appropriate channels and processes for feedback and information flow. • Educational measurement and assessment • Information requests • Information management • Data management and stewardship • Data solutions and warehousing • Workforce and strategic analysis • Evaluation • Forecasting and modelling 	<ul style="list-style-type: none"> • Business industry and employer liaison • Operational policy for early learning, kōhanga reo, schooling and kura • Service design for early learning, kōhanga reo, schooling and kura • Strategic design and investment • Schooling network • Te Ranga Taunaki Māori centred design
	Service Areas	
Role Title	General Manager, Delivery	General Manager, Change Management and Implementation
Role Architecture Name	General Manager (Tier 3)	General Manager (Tier 3)

Specific Portfolio Accountabilities	<ul style="list-style-type: none"> • Project Delivery • Operational Resourcing and Funding • Education Resourcing System • Equity (including Te Hurihanganui) • Procured Services • Channels 	<ul style="list-style-type: none"> • Portfolio Management • Portfolio Management (Equity) • Programme Support Office • Change Management • Integration and oversight of change and implementation
WHAT does the function do?	<p>Delivery will develop and use systematic approaches to make sure what we design is enhanced by how we deliver it.</p> <p>The proposed delivery function provides 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.</p>	<p>Change Management and Implementation will coordinate and oversee all changes proposed for the sector by Te Tāhuhu so these can be managed carefully, and implemented successfully.</p> <p>This extends to assessing readiness for change, preparation for implementation, reporting on change integration, and embedding post implementation. Change Management and Implementation provides much needed capability to better support planning and implementation of any services, initiatives and new policies we introduce.</p>
WHY is it important?	<p>A deliberate approach to delivering services, based on the best intelligence about what works, and what the sector needs is critical.</p> <p>This is achieved by working alongside the Design, Change Management and Data and Insights functions.</p>	<p>The proposed Change Management and Implementation function provides a cohesive, integrated view of change and implementation. It understands and manages the impacts and dependencies of introducing Te Tāhuhu activities which affect the sector. This new function will prepare our people and the sector for change.</p>
WHAT happens here?	<ul style="list-style-type: none"> • Special projects e.g. Ka Ora Ka Ako • Equity Index • Te Hurihanganui • Early learning operational funding • Early learning operations, engagement and improvement • ESOL, migrant, refugee and international education 	<ul style="list-style-type: none"> • Integration and oversight across Te Tāhuhu • Programme scheduling • Programme management • Change support and development • Implementation support

	<ul style="list-style-type: none"> • School support • School governance • Resourcing operations • Education resourcing system • Programme implementation • Procurement and funding • Early learning provider assurance 	
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	Service Areas		
Role Title	General Manager, Regulatory	General Manager – Learning Support	Director, Office of Hautū
Role Architecture Name	General Manager (Tier 3)	General Manager (Tier 3)	Head of <function> (Tier 3)
Specific Portfolio Accountabilities	<ul style="list-style-type: none"> • Network (Early Learning) • Early Learning Regulation • Schooling Regulation • Sensitive Claims • National Practice 	<ul style="list-style-type: none"> • Learning Support Practice • High Needs • Advisory 	<ul style="list-style-type: none"> • Executive Services • Engagement and Communications • Business Planning and Investment Management • Advisory
WHAT does the function do?	<p>As a modern regulatory function, this group will not only respond to problems, but will focus on building a transparent, accountable, inclusive and collaborative approach to our regulatory responsibilities. The Regulatory group will modernise and consolidate our regulatory functions. This group will:</p>	<p>This is a focussed national Learning Support function that provides central practice support function for our Learning Support delivery staff.</p> <p>At a national level this team will focus on practice, advice and expertise. It will focus the system on delivering for ākonga and whānau with learning support needs.</p> <p>Our locally based learning support delivery teams</p>	<p>The Office of the Hautū supports the Hautū and Te Pae Aronui groups to achieve strategic and operational objectives and facilitates the smooth management and operations of Te Pae Aronui and Te Mahau.</p> <p>This proposed function will:</p> <ul style="list-style-type: none"> • Centralise existing Te Pae Aronui communications and

	<ul style="list-style-type: none"> • Take an evidence led and risk based approach. • Respond to each situation, using tools appropriate to the regulated party's attitude and motivation in relation to compliance. • Support all parties to understand their role within the education regulatory system, including those who use the services being regulated. For example, supporting parents to understand what standards they should expect from early learning providers. 	<p>will report to Te Mahau takiwā, where they will work alongside wider learning support, curriculum and education delivery, in the proposed new integrated, local delivery teams.</p>	<p>engagement capability.</p> <ul style="list-style-type: none"> • Centralise executive services capability. • Centralise business planning and investment management functions.
WHY is it important?	<p>A modern regulatory function makes sure early learning services are fit to operate and comply with regulatory standards. It also monitors providers and schools and intervenes when there is an operational or educational risk.</p> <p>This new and modern Regulation function elevates the importance of this role and brings together regulatory operations under one group.</p>	<p>The proposed Learning Support function provides nationally consistent practice advice to our local teams in Te Mahau takiwā to work alongside schools, kura, kōhanga reo and early learning services to support the wellbeing of children and young people in their learning environments and communities.</p> <p>This provides integrity and consistency in the process to consider</p>	<p>The Office of the Hautū needs the right capability and capacity to provide cohesive and coordinated activity, advice and support, enabling Te Pae Aronui and Te Mahau to manage a large and complex operation.</p>

		applications for high needs services and funding.	
WHAT happens here?	<ul style="list-style-type: none"> • Sensitive claims • Early learning regulatory assurance and practice • Early learning network • Schooling regulation 	<ul style="list-style-type: none"> • National service support and guidance • Assurance and eligibility 	<ul style="list-style-type: none"> • Engagement • Communications • Business planning • Investment management • Advisory • Executive services, for example Ministerials

Data and Insights

What is the Data and Insights Function and why is it important?

The Data and Insights function will provide a centralised point through which information flows from the sector, communities and takiwā, into Te Mahau and Te Tāhuhu, to inform what we do and how we do it. It will operate as the connector through which our colleagues across Te Tāhuhu can engage with quantitative and qualitative information, data and insights from a range of sources.

Data and Insights will either provide this information, or translate it into intelligence, to support evidence-led decision making in service design and development, policy, and strategic planning across Te Tāhuhu.

The Data and insights function is tasked with giving priority to local and regional voice, and improving feedback loops and information flows. As our takiwā work closely with the sector, Te Pae Aronui needs to be able to capture, develop and share demand focused insights and data capability. This will enhance regional delivery, support service design and more strongly shape policy responses that meet the needs of ākonga and whānau

Establishing a new Data and Insights function

For Te Mahau to provide locally based education support and services that make a difference for educators, ākonga and whānau, our work needs to be informed by high quality data and insights including lived experiences.

This proposed function reflects a deliberate choice to locate a common data and insights function within our operational arm, Te Mahau, that also services all of Te Tāhuhu. The objective is to closely connect the data and insights function to Delivery and Design and to give effect to the shifts that prioritise local voice, and create feedback loops.

This is a step change in how we will use data and insights to design, deliver and implement services across Te Mahau and into the sector.

It will operate as the connecting point through which teams across Te Tāhuhu have access to quantitative and qualitative data, information, and insights from a range of trusted sources. This will enable evidenced based decision making to continually enhance our services, policy and strategic and future focused planning. All other functions in Te Pae Aronui will depend on information gathered and shared through the Data and Insights function, so we know we are making the greatest impact.

Establishing capability to connect what we collect with those who need to use it

As part of the proposed Data and Insights function, new service capability will be established to partner with the business groups across Te Mahau and Te Tāhuhu to understand business data and information requirements, and to connect them with the appropriate data sources and insights. This will enable us to make the best use of the wealth of information and knowledge we hold and have access to. This directly delivers on the responsibility of Te Pae Aronui to act as the connector and navigator of Te Tāhuhu.

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. Data and Insights will be a key connection point for the Te Mahau takiwā which will act on feedback and insights from the sector and frontline, and link this back to Te Tāhuhu. The new proposed Data Integrator positions will specifically identify and build the understanding and data requirements of business areas and enable cross-sector insights to be developed across workforce, curriculum and other strategic priorities.

Establishing a data kaitiaki function

We will establish kaitiaki capability through a Poumatua Raraunga to lead kaitiakitanga/guardianship over the data and information we collect, store, and use. This role protects and keeps stories and information safe, respects what has been shared, understands its value and enables the sharing of that information when that is appropriate.

This role will help Te Tāhuhu to look differently at how we gather, and treat data, in ways that reflect the context, aspirations, identity and values of whānau, hapū, iwi and ākonga Māori and the educators who work alongside them.

The Poumatua Raraunga will support the delivery of data and research strategies that recognise Māori raraunga (data) and Kaupapa Māori. This role will lead the development of frameworks and governance arrangements to recognise the collective identity of Māori (including contemporary challenges e.g. social and environmental changes). These arrangements must be considered in the rationale for collection, analysis and dissemination of data.

Taking practical action to giving effect to te Tiriti o Waitangi

Practical action to deliver to te Tiriti will be a core focus of the Data and Insights function. This includes development of intelligence and insights with a te ao Māori voice at the table, and the proposed establishment of Poumatua Raraunga – a role that works strategically so that data and research strategies recognise Māori raraunga (data) and Kaupapa Māori.

The Integrator positions within Data and Insights will link in with communities, whānau, iwi, hapū and Māori to gain insights to support us to continuously improve services and support and inform policy development.

Improving feedback loops and information flows

Data and Insights will work across Te Tāhuhu to develop feedback loops, information flows and to enhance our regional focus. This data and information will be used to create insights for use within service design, programme delivery, curriculum development, and work between Te Mahau takiwā and kura and schools.

The establishment of a dedicated Data Integration team will support feedback loops and information flows, including a dedicated contact for each takiwā and other groups, to inform insights used for effective decision making. These Integrator positions will function as the key connection point between Te Tāhuhu and the Data and Insights team. Each Integrator will be dedicated to work with a specific part of Te Tāhuhu to understand what analysis and insights may support decision making. These roles will

also work with their part of Te Tāhuhu to highlight insights and products available that may support their work.

Giving priority to regional and local voice

Establishing the Data and Insights function alongside Design and Delivery functions, with key connection points into Te Mahau takiwā, will better position this function to give priority to regional and local voice, so that responses are tailored to regional and local needs. Dedicated positions will work with the Business Analysts within Te Mahau takiwā, as well as to understand what they need will enable this function to be more responsive.

The Products and Services function will work with the Data Steward function to enable access to data and information for those who will benefit from it within Te Mahau takiwā, in the way that best works for them, and is most appropriate.

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

The key changes at tier four are the establishment of three new roles:

- Manager, Insights Integration (999108)
- Poumatua Raraunga (999116)
- Chief Advisor (999157)

The following two roles will have a change in reporting line and form the new Analysis and Research Hub:

- Group Manager (404023)
- Group Manager (404024)

The following two roles will form the new Strategic Data Insight Planning function:

- Manager, Insights Integration (999108) (new role)
- Manager (404055) (existing role)

The following roles will have a change in reporting line to the General Manager, Data and Insights

- Chief Data Steward (406438)
- Manager Business Analysis and Systems (404475)
- Chief Advisor Priority Learners (404838)
- Chief Education Scientific Advisor (404027)
- Chief Advisor (409682)

Proposed functions, services and accountabilities of Data and Insights

Data and Insights

WHAT does the function do?	This function centralises the flow of information from the sector and takiwā, into Te Mahau and Te Tāhuhu. This information is used to influence service design and delivery.	
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Analysis and Research Hub • Strategic Data Insights Planning • Data Information Stewardship • Products and Services • Poumatua Raraunga 	
Level 4 Services	Analysis and Research Hub	
Role Titles	Group Manager (404023) (Existing Role)	Group Manager (404024) (Existing Role)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting line from Evidence, Data and Knowledge to Data and Insights.. 	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting line from Evidence, Data and Knowledge to Data and Insights, .

	Data and Insights	
Level 4 Services	Strategic Data Insights Planning	
Role Titles	Manager (404055) (Existing Role)	Manager, Insights Integration (999108) (New Role)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Evidence Data and Knowledge to Data and Insights. 	<ul style="list-style-type: none"> Act as a key connection point between Te Tāhuhu and the Data and Insights team. Work with Te Tāhuhu to understand what analysis and insights may support better decision making. Work with Te Tāhuhu to highlight insights and products available that may support its work. Work closely with the Analysis and Research Hub to facilitate the development and use of insights that support integrated and evidence led decision making. Work to support feedback loops and information flows of both qualitative and quantitative information particularly from Te Mahau takiwā, supporting the analysis process and giving greater effect to local voice.

	Data and Insights	
Level 4 Services	Data Information Stewardship	Products and Services
Role Titles	Chief Data Steward (406438) (Existing Role)	Manager Business Analysis and Systems (404475) (Existing Role)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Evidence Data and Knowledge to the Data Information Stewardship team. 	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Strategy and Implementation to the Data Information Stewardship team .

	Data and Insights	
Level 4 Services	Poumatua Raraunga	
Role Titles	Poumatua Raraunga (999116)	
Role Architecture Name	N/A	
WHAT happens here?	<ul style="list-style-type: none"> Support the delivery of data and research strategies that recognise Māori raraunga (data) and Kaupapa Māori. Protect peoples' stories and information, keep it safe, respect what has been shared, understand its value, and enable the sharing of that information when that is appropriate. Champion the recognition of Māori rights and interests in relation to data and research. Develop appropriate frameworks and governance arrangements to recognise the collective identity of Māori needs (including contemporary challenges) to be considered in the rationale for collection, analysis and dissemination of data. Support the development of Te Tāhuhu processes and standards in relation to Māori data interests, collection, analysis and usage of data. 	

WAYS OF WORKING	<ul style="list-style-type: none"> • Work with colleagues within Te Tāhuhu and across whānau, hapū, iwi and Māori and the public sector to explore opportunities to resolve issues more effectively within an equity and te Tiriti lens. • The Data and Insights function supports a shift towards greater integration of data, information and insights into decision making across Te Tāhuhu. Leveraging close relationships across Te Tāhuhu, this function will understand the data and insights needed to support the effective delivery and incorporation of evidence in their process. This will in turn support the further development of data processes and tools used by Data and Insights to analyse and evaluate information.
Additional commentary	<p>As our takiwā work closely with the sector, we need to have capability within Te Pae Aronui to capture, develop and share demand focused insights and data capability. Both within Te Mahau and into Te Tāhuhu, this capability will enhance regional delivery, support service design and more strongly shape policy responses that meet the needs of ākonga and whānau.</p>

Data and Insights – Analysis and Research Hub

What is the Analysis and Research Hub and why is it important?

The Analysis and Research Hub will be a key conduit, using the data collected within the Data Information Stewardship team and working closely with the Strategic Data Insights Planning function to understand the needs of Te Tāhuhu teams and develop relevant analysis and insights.

The Analysis and Research Hub (The Hub) is made up of two tier four teams:

- Evidence, Synthesis and Dissemination
- Analysis, Research and Evaluation

Evidence, Synthesis and Dissemination

The Evidence, Synthesis and Dissemination function will lead the integration of analysis, research and evaluation of data and information. This includes dissemination of information about important issues, trends, risks and opportunities and recommending responses.

This includes the proactive amalgamation of qualitative and quantitative data to enable evidence led decision making across Te Tāhuhu.

Analysis Research and Evaluation

The Analysis, Research and Evaluation function will lead the development of analytics, research and evaluation methodologies and programmes for Te Tāhuhu. It will strengthen the capability and capacity for evidence based decisions within Te Tāhuhu. It will grow our programme of advanced analytics to model and forecast past and future trends in education, inform future strategy and better target education investment.

It also leads the programme of international research and achievements studies, including participation, data collection, analysis and dissemination, to maximise opportunities for Aotearoa New Zealand to benchmark and benefit from international experience to improve educational policies and practice.

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

The proposed structure will shift capabilities to join up qualitative and quantitative information to create education insights as part of growing the capability and maturity of current data systems.

The proposed structure of this function addresses current large spans of control, allowing teams to focus and deliver more effectively on their outcomes.

The Hub is proposed to be co-led by two tier four Group Manager roles, each with separate responsibilities (see Data and Insights function).

Evidence Synthesis and Dissemination

To address spans of control an additional role has been created to support the Evidence, Synthesis and Dissemination function.

- A new Team Leader, Evidence Synthesis and Dissemination role is proposed at tier five to reduce high spans of control within an existing team.

The changes for the Evidence, Synthesis and Dissemination team reflect a move towards proactive amalgamation of qualitative and quantitative data and information, to generate high quality insights to inform decisions. This will be supported by a change in ways of working towards a more centralised approach to using data and insights within Te Pae Aronui.

Analysis, Research and Evaluation

There are two key structural changes for this team.

- The Director Office of the National Director (404025) will change reporting lines and role title to Programme Manager ERED. This programme has been included within Analysis Research and Evaluation due to its alignment with the overarching function of this group.
- The Project Coordinator (409693) will also shift its reporting line, to report to the Programme Manager ERED.

There are no other structural changes proposed.

Other changes for the Analysis Research and Evaluation team reflect a move towards proactive amalgamation of qualitative and quantitative data and information, to generate high quality insights to help inform decisions. This will be supported by a change in ways of working towards a more centralised approach to data and insights within Te Pae Aronui.

Proposed new or changed roles within Evidence Synthesis and Dissemination, and their services and accountabilities

Analysis and Research Hub – Evidence Synthesis and Dissemination	
WHAT does the function/ service do?	The Evidence Synthesis and Dissemination function brings together analysis, interpretation and synthesis across data sets to support key decision making to improve achievement of ākonga with support of whānau.
HOW will this function be organised?	<div>The function will consist of:</div> <ul style="list-style-type: none">• Evidence Synthesis and Reporting• Education Measurement and Assessment

Level 5 Teams	Education Measurement and Assessment
Role Title	Team Leader, Evidence Synthesis and Dissemination (ESD) (999101)
Role Architecture Name	Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> • This team will design, deliver and analyse measures and assessments of ākonga progression and achievement, and teacher effectiveness across all aspects of the education system. • Provide expertise and analysis to enable evidence led decisions that improve educational outcomes.
WAYS OF WORKING	<ul style="list-style-type: none"> • Work with colleagues within Te Tāhuhu and across whānau, hapū, iwi and Māori and the public sector to explore opportunities to resolve system issues more effectively within an equity and te Tiriti lens. • Evidence, Synthesis and Dissemination supports a shift towards integrated collation, interpretation and communication of information across Te Tāhuhu intended for the sector. This function works closely with Te Mahau takiwā to develop fit for purpose measures and assessments of ākonga progressions and achievement. It will incorporate feedback on what works from the sector, improving the quality of the data collected on educational outcomes and driving up the ability to make evidence-led decisions.

See attached proposed future structure chart

Data and Insights – Strategic Data Insights Planning

What is Strategic Data Insights Planning and why is it important?

The Strategic Data Insights Planning function will build the strategy and plan to bring data to the forefront of Te Pae Arouni, and integrate fit for purpose insights to shape delivery and policy advice across Te Mahau and Te Tāhuhu. It will develop strong alignment and connectivity, create detailed action plans, and plan for future capabilities within Te Tāhuhu. One of the key activities for this area is to identify, prioritise, and forecast future data requirements.

This is a revised function consisting of two tier four teams:

- Information Management
- Insights Integration

Information Management

The Information Management function leads enterprise information management policies, practices and governance. This includes the development, communication and implementation of the Ministry's Information Management Strategy. The team has a crucial coordination and influencing role, as well as developing and embedding information management policies, strategies and guidelines that enable education data to be managed as an asset and shared appropriately.

Insights Integration

The new 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. They will work closely with Te Mahau takiwā Integrated Operations and Insights teams, who support the local Integrated Service Delivery teams to gather insights from the sector, to inform future service design and delivery, and to drive practice guidance and continuous improvement within Te Mahau and Te Tāhuhu teams.

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

Information Management

The Manager of the Information Management Team will shift reporting lines to the General Manager, Data and Insights.

Other changes for the Information Management team reflect a move towards proactive amalgamation of qualitative and quantitative data and information, to generate high quality insights to help inform decisions. This will be supported by a change in ways of working towards a more centralised approach to data and insights within Te Pae Aronui.

Insights Integration

The following roles are proposed to be established in Insights Integration:

- Data Integrator Te Tai Whenua (999112)
- Data Integrator Te Tai Raro (999113)
- Data Integrator Te Tai Runga (999111)
- Māori Data Integrator (999114)
- Data Integrator Curriculum (999110)
- Data Integrator Work Force Policy (999109)
- Data Integrator General (999115)

These will be dedicated to work with a specific part of Te Tāhuhu to understand what analysis and insights may support better decision making. These positions will also highlight insights and products available that may support the work of Te Tāhuhu.

This team will work closely with the Analysis and Research Hub to facilitate the development and use of insights that support integrated and evidence led decision making. Integrators will work to support feedback loops and information flows of both qualitative and quantitative information, particularly from Te Mahau takiwā, in the analysis process and giving greater effect to local voice.

Proposed new roles within Insights Integration, and their services and accountabilities

	Insights Integration
WHAT does the function/service do?	The Insights Integration team works across Te Tāhuhu to understand the data and insights requirements of the organisation, and work with users to ensure the organisation is aligning, prioritising and capturing the full potential of data and insights available.
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Data Integrators
Level 5 Teams	Data Integrators
Role Title	<ul style="list-style-type: none"> • Data Integrator Te Tai Whenua (999112) • Data Integrator Te Tai Raro (999113) • Data Integrator Te Tai Runga (999111) • Māori Data Integrator (999114) • Data Integrator Curriculum (999110) • Data Integrator Work Force Policy (999109) • Data Integrator General (999115)

Role Architecture Name	N/A
WHAT happens here?	<p>The Data integrators have a role in aligning, prioritising and capturing the full potential of data and insights. They will:</p> <ul style="list-style-type: none"> • Work with their area of responsibility to strategically use data, information and insights. • Identify and respond to issues, important trends, key risks and opportunities, and recommend and implement mitigations and solutions. • Lead data integration and information interoperability across Te Tāhuhu. • Work with their area of responsibility to extract relevant and reliable information. • Share data and insights products available with their area of responsibility, and understand future requirements from data and insights. • Share lessons identified and best practice across all Integrators.

See attached proposed structure chart

Data and Insights – Data Information Stewardship

What is Data Information Stewardship and why is it important?

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 to make evidence-led decisions.

This function will champion safe and appropriate use of data for decision making that drives business outcomes and improves equity. This function has a focus on process, methodology improvement and engagement with data. It will also develop KPIs and provide data that is timely, relevant, and accessible for key decision makers. This function will make sure Te Tāhuhu data is accessible, usable, safe, and trusted. This function will provide Te Tāhuhu with data curation and access to educational insights. Its responsibilities include overseeing every aspect of the data lifecycle.

Data stewardship includes:

- Knowing what data Te Tāhuhu possesses
- Understanding where that data is located
- Ensuring that the data is accessible, usable, safe, and trusted
- Safeguarding the transparency and accuracy of data lineage
- Enforcing rules and regulations on how data can be used
- Driving toward a data driven culture
- Being an advocate for trusted data

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

As a part of the establishment of the Data Information Stewardship function, six new roles are proposed at tier five to reduce high spans of control within existing teams.

Proposed new or changed roles within Data Information Stewardship, and their services and accountabilities

	Data Information Stewardship
WHAT does the function/ service do?	The Data Information Stewardship function champions safe and appropriate use of data for decision making that drives business outcomes and improves equity.
HOW will this function be organised?	<div>The function will consist of:</div> <ul style="list-style-type: none">• Data Warehousing• Data Intelligence

	<ul style="list-style-type: none"> • Data Systems • Business Data • Schooling Data • Early Learning Data Collections 		
Level 5 Teams	Data Warehousing	Data Intelligence	Data Systems
Role Title	Team Leader, Data Warehousing (999107)	Team Leader, Data Intelligence (999118)	Team Leader, Data Systems (999117)
Role Architecture Name	Team Leader (Tier 5)	Team Leader (Tier 5)	Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> • Lead Te Tāhuhu thinking, implementation, operation and maintenance of data warehousing technology in collaboration with specialists in Te Puna Hanganga, Matihiko. • Embed good data management practices that are clear, useful and flexible to meet the needs of Te Tāhuhu. • Provide efficient management of priority data, and make quality data accessible to those that need it. • Recommend and deliver innovation in the storage of and access to data, including considering where the data originated, how it should be stored, and what it can be used for. 	<ul style="list-style-type: none"> • Develop Business Integration, SQL development, and solution architecture to support the insights and intelligence for Te Pae Aronui, and connect to other parts of Te Mahau and Te Tāhuhu. • Apply Agile methodology to develop business intelligence and reporting tools, and manage metadata. • Develop intelligence in a partnership model with a te ao Māori voice at the table so that outputs are coordinated, build trust and promote a culture of collaboration. 	<ul style="list-style-type: none"> • Champion safe and appropriate use of data for decision making. • Inform co-design outcomes for all of the system outcomes that need to be achieved. • Improve process methodology and responsible partnership engagement. • Apply a te ao Māori lens to its approaches and create insights that help inform decisions and improve ākonga achievement.

	<ul style="list-style-type: none"> • Lead data storage, data standards, data warehousing, business intelligence and reporting tools, and metadata management. • Oversee the authoritative data source for Te Tāhuhu that is well managed, of high quality and continuously improved. 		
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Data Information Stewardship			
Level 5 Teams	Business Data	Schooling Data	Early Learning Data Collections
Role Title	Team Leader, Business Data (999104)	Team Leader, Schooling Data (999105)	Team Leader, Early Learning Data Collections (999106)
Role Architecture Name	Team Leader (Tier 5)	Team Leader (Tier 5)	Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> • Contribute to the data strategy for Te Tāhuhu and related data business processes such as the collection, processing, and quality assurance of priority Te Tāhuhu data. • Proactively manage strategic relationships with data providers, external parties within the data infrastructure 	<ul style="list-style-type: none"> • Contribute to the data strategy for Te Tāhuhu and related data business processes such as the collection, processing, and quality assurance of priority Te Tāhuhu data, with a focus on schooling data. • Proactively manage strategic relationships with data providers, 	<ul style="list-style-type: none"> • Contribute to the data strategy for Te Tāhuhu and related data business processes such as the collection, processing, and quality assurance of priority Te Tāhuhu data, with a focus on schooling data. • Proactively manage strategic relationships with data providers,

	<p>landscape (such as SMS vendors), and data customers.</p> <ul style="list-style-type: none"> • Champion best practice data processes and develop the tools needed to improve efficiency, reduce reporting burden, and improve the user experience of supplying data. 	<p>external parties within the data infrastructure landscape (for example SMS vendors), and data customers.</p> <ul style="list-style-type: none"> • Champion best practice data processes and develop the tools needed to improve efficiency, reduce reporting burden, and improve the user experience of supplying data. 	<p>external parties within the data infrastructure landscape (for example SMS vendors), and data customers.</p> <ul style="list-style-type: none"> • Champion best practice data processes and develop the tools needed to improve efficiency, reduce reporting burden, and improve the user experience of supplying data.
WAYS OF WORKING	<ul style="list-style-type: none"> • Work with colleagues within Te Tāhuhu and across whānau, hapū, iwi and Māori and the public sector to explore opportunities to resolve issues more effectively within an equity and te Tiriti lens. • This function will help to improve information and feedback loops by making sure that data can be accessed by the right people at the right time, across Te Tāhuhu. The team works in a customer centric way to embed quality data management practice. They will work closely with the broader Te Tāhuhu to understand their needs and will take a customer-led approach when making decisions around data storage, data standards, data warehousing, business intelligence and reporting tools, and metadata management. It will have a connection with Te Mahau takiwā to understand the requirements of the sector and others in relation to education data needs so that this can be designed and implemented. 		

See attached proposed structure chart.

Data and Insights – Products and Services

What is Products and Services and why is it important?

The Products and Services function is a new function which 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, service systems, and established products. Products will be managed and administered within this function once they are designed and developed, and become business as usual activities.

The Information Requests team within Products and Services will work closely with the Executive Services and Engagement and Communications team within the Office of the Hautū to respond promptly and accurately to OIA or other information requests.

The Customer Strategy and Channel Management team, as part of the Products and Services team, gives priority to local and regional voices and supports better information loops. They work closely with Te Mahau takiwā analysts to understand and support their information needs. They will work with each region's Integrated Operations & Insights team, who support the local Integrated Service delivery teams to gather insights from the sector, including during the implementation and delivery of national programmes at a local level, to inform future service design and delivery, practice guidance and continuous improvement within wider Te Mahau and Te Tāhuhu teams.

The Products and Services Team will have a close relationship with Te Poutāhū Strategy and Integration team to support a more connected approach to the delivery of products and services across Te Poutāhū, Te Pae Aronui and Te Mahau.

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

The structural changes for this team involve a reporting line change for two Manager roles. There are no other structural changes proposed.

See attached proposed structure for Business Analysis and Systems. The Business Analysis and Systems team will manage and deliver the Products and Services function.

Design

What is the Design function and why is it important?

The purpose of the Design function is to broaden and deepen our capability to design services that help enable the best education outcomes for ākonga and whānau.

The Design function will lead the development of service design principles, frameworks and practices that will be used in a repeatable and systematic way across initiatives and programmes, putting people at the heart of what we do.

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

Establishing a human centred service design function

Outcome focused, the Design team will keep ākonga and whānau, and the sector at the heart of the design process. Like all functions in Te Pae Aronui, the success of the Design function will depend on effective input and collaboration with other teams.

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. Through the design process the team will develop a clear understanding of the intended benefits and feasibility of any service - including who the service is for, and the outcomes we expect to see as a result. Design will work closely with other functions across Te Pae Aronui, Te Mahau and Te Tāhuhu.

This group will also have strong connections across Te Pae Aronui – including with the Change Management and Implementation function, and Te Mahau and Te Tāhuhu, so that design efforts are focussed on the areas of greatest priority and are timed and planned to achieve the most impact.

Centralising and building our operational policy capability to enable smart service operationalisation

Some operational policy capability currently exists across our groups. Under this proposal, this existing capability will come together into one place and we will build on this. Strengthening this capability will support effective implementation of initiatives into the sector, and enable realistic and deliverable policy development.

Working alongside Te Puna Kaupapahere | Policy this function will develop policy that is connected to, and informed by, sector data and insights and service design specifications. This function will also make sure that operational impacts of new policies are well understood, enabling greater alignment between policy and its implementation and, importantly, how this is experienced by those who deliver and ultimately benefit from it.

This function will undertake feasibility testing that will confirm that we provide flexible services that respond to the needs of ākonga and whānau.

This function will provide the necessary advice, guidance, and support so that our frontline staff are equipped to work with early learning centres, kōhanga reo, schools, and kura to support effective implementation of policies and initiatives.

Establishing competency to support Mātauranga Māori service design

For Te Mahau to design services that drive change and better outcomes for all ākonga and whānau, we must enable an inclusive approach to designing services that is truly by Māori, for Māori.

The new 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. This approach requires a change in our practice. We will bring decision making and an authorising environment closer to where we work with whānau, hapū, iwi and Māori partners to identify and develop by Māori for Māori solutions that support realising ākonga and whānau potential. This co-creation approach will focus on developing high quality services and supports that get it right from the start.

This change is intended to contribute to taking practical action to give effect to te Tiriti by ensuring co-design capabilities, particularly co-design with Māori, support Te Tāhuhu to meet its kāwanatanga responsibilities. This team will also seek to remove barriers to co-design and implementation. The function will emphasise identifying and supporting the tino rangatiratanga needs of whānau, hapū, iwi, and Māori through the design process. Deliberate design will be derived from iwi authority and expertise through whakapapa (genealogy), whānaungatanga (kinship-based relationships), and their unique identity as tangata whenua, formally recognised through te Tiriti.

It is important that we grow and nurture our cultural capabilities in service design to create a space for Māori and iwi, both as tangata whenua and citizens, to exercise tino rangatiratanga. Alongside our Kāwanatanga responsibility, this approach will help drive educational experiences and outcomes that reflect a meaningful expression of ōritetanga. Shifting in this direction creates productive partnerships that aligns with and supports Ka Hikitia – Ka Hāpaitia, the Māori Education Strategy for the education sector.

Taking practical action to giving effect to te Tiriti o Waitangi

Realising our commitment to te Tiriti requires us to practice reasonable and honourable kāwanatanga, as set out in the Te Arawhiti Māori Crown Relationship framework. Te Tāhuhu is taking practicable and meaningful steps towards honouring te Tiriti, consistent with its statutory obligations under the Education and Training Act (2020) and the Public Service Act (2020). This requires us to prioritise and practice reasonable and honourable kāwanatanga through our people, to give active expression to the principles of te Tiriti as we each carry out our daily professional duties.

This change is intended to contribute to taking practical action to give effect to te Tiriti by ensuring co-design capabilities, particularly co-design with Māori, supporting Te Tāhuhu to meet its kwanatanga responsibilities. The future function will also emphasise identifying and supporting the tino rangatiratanga needs of whānau, hapū, iwi, and Māori through the design process.

It is important that we acknowledge that there is an evolving te Tiriti landscape. We are committed to continuing to engage with goodwill to build trust with tangata whenua. We will grow our cultural capabilities, connections, and understanding needed to be a good kāwanatanga party to te Tiriti.

Giving priority to regional and local voice

This shift will focus on 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 full service 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.

The Design group priorities will be driven by regional need and the sector's capacity for change. Priorities will be aligned strategically, with a shift from the current state of bespoke programme design and delivery to group designed services.

Delivering greater responsiveness, accessibility and integrated services and support

A well resourced Design function will make sure Te Mahau takiwā have access and connection with a design function that works with them. Having the design of services centralised will also create greater responsiveness, accessibility and integrated services and support through integrated planning, strategy, and service development.

What are the main changes proposed to roles?

This function brings together a number of existing teams. The proposed structure of this function has been designed to address the current high spans of control. Smaller spans of control will enable more effective delivery.

Three new roles are proposed to be established as part of this function:

- Manager, Operational Policy (999334)
- Manager, Service Design (999333)
- Manager, Te Ranga Taunaki (999305)

One role (Manager – Investment and Strategic Design (400869)) will also shift reporting lines to report to the General Manager – Design.

Details regarding rationale and specific impacts are reflected in the impact tables in Part C.

Proposed functions, services and accountabilities of Design

	Design		
WHAT does the function do?	Design will lead the development of service design principles, frameworks and practices that we will use in a repeatable and systematic way across our initiatives and programmes, putting people at the heart of what we do.		
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Operational Policy • Service Design • Te Ranga Taunaki • Strategy and Budget • Network Schooling • Business Employer and Liaison Manager • Advisory roles 		
Level 4 Services	Operational Policy	Service Design	Te Ranga Taunaki
Role Title	Manager, Operational Policy (999334)	Manager, Service Design (999333)	Manager, [Te Ranga Taunaki (999305)]
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • Develop operational policy to support effective operationalisation changes into policies across Te Mahau. • Centralise operational policy expertise across Te Pae Aronui. • Work closely with Te Puna Kaupapahere. 	<ul style="list-style-type: none"> • Lead the application of human centred, design-led approaches for the development of services, including teams that develop services for early learning, schools, kura and others. 	<ul style="list-style-type: none"> • Navigate the space between kāwanatanga and tino rangatiratanga. • Enable tino rangatiratanga by providing design support and expertise of the education system. • Support iwi to bring their wisdom, knowledge and experience of their descendants to create positive change within the

			education system for education success as Māori, members of whānau, hapū, iwi, and citizens of Aotearoa.
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	Design		
Level 4 Services	Strategy and Budget	Network and Schooling	Business Employer and Liaison Manager
Role Title	Manager – Investment and Strategic Design (400869)	National Director (400530)	Business and Employer Liaison Manager (403627)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Strategy and Implementation to Design. No further change is proposed to responsibilities and accountabilities. 	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Network and School Delivery to Design. No further change is proposed to responsibilities and accountabilities 	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Parent Information and Community Intelligence to Design. No further change is proposed to responsibilities and accountabilities

See attached for the proposed structure chart

Design – Operational Policy

What is Operational Policy and why is it important?

This new Operational Policy function is a tier four function that will develop operational policy to 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. 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 Puna Kaupapahere.

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

The main changes proposed for the Operational Policy function is the centralisation of roles working in Operational Policy functions. This includes the establishment of the Manager - Operational Policy, a change in reporting line with the Manager Operational Policy Early Learning, and the establishment of a Manager Operational Policy Schooling.

Proposed new or changed roles within Operational Policy, and their services and accountabilities

	Operational Policy	
WHAT does the function/ service do?	Provides specialist and expert operational policy advice, ensuring alignment of operational policy decisions with policy settings, long-term strategic objectives, broader Te Tāhuhu policy and Government priorities across early learning and kōhanga reo, schools, and kura.	
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> Operational Policy Early Learning Operational Policy Schooling (new Manager to build out over time) Advisory role 	
Level 5 Teams	Operational Policy Early Learning and Kōhanga Reo	Operational Policy Schooling and Kura
Role Title	Manager Operational Policy - Early Learning (400679)	Team Leader Operational Policy Schooling (999388)

Role Architecture Name	Team Leader (Tier 5)	Function Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Early Learning, Claims and Engagement to Design. 	<ul style="list-style-type: none"> This role is proposed to be established to further strengthen capability within this function to support operational policy development for schools and kura. It is intended that this team will be built out over time.
WAYS OF WORKING	<ul style="list-style-type: none"> Work with colleagues within Te Tāhuhu and across whānau, hapū, iwi, Māori, and the public sector to explore opportunities to resolve issues more effectively within an equity and te Tiriti lens. The Operational Policy Early Learning function is dedicated to the development of the policy approach, and providing specialist operational policy advice. It is outcomes focused and establishes alignment of operational policy decisions. It focuses on the long term strategic objectives, broader Te Tāhuhu policy and Government priorities. This team contributes directly to the development of policy, working closely with the Data and Insights function and Te Mahau takiwā. This team is focused specifically on the operationalisation of policy relating to Early Learning and kōhanga. 	

See attached proposed structure chart

Design – Service Design

What is Service Design and why is it important?

The Service Design function is proposed to be established to lead the application of human centred, design-led approaches for the development of services, including teams that develop services for early learning, schools, kura and others.

This team is proposed to:

- Establish and implement service design methodologies for Te Tāhuhu.
- Lead and guide teams on appropriate use of service design methodologies to achieve required outcomes.
- Work with the Data and Insights and Delivery teams to design services that are strongly influenced by evidence, including insights from ākonga and whānau, and the education frontline.
- Drive the delivery of service design projects/ subprojects to the agreed scope, schedule, and quality standards, providing considered advice and guidance on possible issues, risks and opportunities.

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

The main changes proposed for Service Design is the centralisation of teams who are working in Service Design functions.

Proposed new or changed roles within Service Design, and their services and accountabilities

	Service Design Tier 5	Service Design Tier 6
WHAT does the function do?	The Service Design function works with teams that develop services for Early Learning, schools, kura and others, in order to apply human-centred service design methodology.	The High Needs Review team's purpose is to ensure that children and young people with the highest needs for learning support achieve their full potential through positive education outcomes.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Service Design• High Needs	The function will consist of: <ul style="list-style-type: none">• High Needs
Level 5 Services	Service Design	High Needs

Role Title	Team Leader, Service Design (999309)	Team Leader, High Needs Review (999304)
Role Architecture Name	Team Leader (Tier 5)	Team Leader (Tier 6)
WHAT happens here?	<p>The Service Design team has a role in the practice of designing services so that they are enjoyable, effective, and efficient for people to use. This will be done through the development of a framework to guide designing products and services for whānau, hapū, iwi and Māori, education sector, and ākonga and whānau. They will:</p> <ul style="list-style-type: none"> • Lead a team of Service Designers in the application of human-centred, design-led approaches for the development of services. • Provide leadership and guidance on appropriate use of service design methodologies to achieve the required outcomes. • Lead co-design and co-creation processes, eg, focus group activities to support initiatives. • Plan and coordinate assigned projects/ sub-projects to the agreed scope, schedule, and quality standards, providing well thought through advice and guidance on possible issues, risks and opportunities. • Provide leadership and direction for an engaged and high performing, capable, and focused Service Design team. • Manage the day to day operations of the Service Design team including planning, resourcing, work allocation, performance management, wellbeing, and health and safety. 	<p>The Team Leader High Needs is a new, fixed term role to manage the existing High Needs review being completed within Strategy and Implementation. The four roles working on this review will shift to report to this Team Leader.</p> <p>The Team Leader will provide leadership and direction for an engaged and high performing, capable, and focused High Needs Review team.</p> <p>Manage the day to day operations of the High Needs Review team including planning, resourcing, work allocation, performance management, wellbeing, and health and safety.</p>

	<ul style="list-style-type: none"> • Support, develop and coach a team of Service Designers. • Evidence based reporting outcomes and cycles of continuous improvement are embedded in team processes. • Take practical action to give effect to te Tiriti, resulting in a more responsive, accessible and integrated service for te Tiriti relationships, communities, educators,, and ākonga and whānau across Aotearoa New Zealand. • Enable enduring authentic te Tiriti relationships to exercise Kāwanatanga role to govern in good faith and actively protect Māori interests as citizens, and those of all citizens. • Support the function to consider te ao Māori principles and approaches in the development of products and services for Te Tāhuhu and external parties. 	
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See attached proposed structure chart

Design – Te Ranga Taunaki

What is Te Ranga Taunaki and why is it important?

The new 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 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 develop high quality services and supports that get it right from the start. It brings decision making and an authorising environment closer to whānau, hapū, iwi and Māori to remove barriers to co-design and implementation.

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

This is a new team, with one existing role (Chief Advisor Māori) and six new roles.

Proposed new or changed roles within Te Ranga Taunaki, and their services and accountabilities

	Te Ranga Taunaki	
WHAT does the function/ service do?	Work with whānau, hapū, iwi, and Māori to identify and develop by Māori for Māori solutions that support realising ākonga potential.	
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Advisors• Chief Advisor Māori	
Level 5 Teams	Advisors	Chief Advisor Māori
Role Title	Advisor (999310, 999311, 999312, 999313, 999314, 999315)	Chief Advisor Māori (405737)
Role Architecture Name	N/A	N/A

WHAT happens here?	<ul style="list-style-type: none"> • Lead a co-design approach so that kaiako and ākonga and whānau views are fully represented in all aspects of the design process, and that service design is conducted with te ao Māori and tikanga as central to the methodology and content. • Prepare advice and provide support to the wider Design group as needed. 	<ul style="list-style-type: none"> • This is an existing role, with a change in reporting line from Network and School Delivery and ways of working to align with the intentions of this team.
WAYS OF WORKING	<ul style="list-style-type: none"> • This function will work closely with Te Tuarongo to bring life to giving effect to te Tiriti in the services and support provided to ākonga and whānau. In particular this function will work closely with the Pou Ārahi so that design practice is aligned to guidance on te Tiriti, particularly how to enable and support tino rangatiratanga of whānau, hapū, iwi, and Māori within education. 	

See attached proposed structure chart.

Delivery

What is the Delivery function and why is it important?

The Delivery function will develop and use systematic approaches to make sure what we design is enhanced by how we deliver it.

The proposed Delivery function provides 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 Te Hurihanganui, our programme supporting communities to work together to address racism and inequity, Ka Ora Ka Ako, our school lunch programme and Ikura | Manaakitia te whare tangata, provision of period products in schools.

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

Establish a centralised delivery function in Te Pae Aronui

The delivery capability within this function will work closely with the Data and Insights, Design and Change Management 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. This will include considering the benefits realisation framing undertaken during Service Design.

A tight working relationship is required between the Delivery and Design functions within Te Pae Aronui as services shift from development to roll out. This connection will enable services and supports to create the benefits intended in their design. The centralisation of delivery into one function is intended to create consistency and clarity of delivery.

The Delivery function will establish and maintain connections to the proposed Change Management and Implementation function that will develop and support systematic and robust delivery frameworks.

Through centralising our delivery functions, we have taken the opportunity to bring together a Channels team that is focussed on supporting the sector with quality and timely operational support.

Distinguishing the channels function within Delivery will enable it to shift over time to become a central point for inbound contact from ākonga and whānau, and educators. It will provide support to Te Mahau takiwā by providing a single place to refer ākonga and whānau, and educators, who need support from the central parts of Te Tāhuhu.

Strengthen how we procure and realise the benefits of our large contracts

Te Pae Aronui holds national accountability and oversight of a number of large, significant contracts. The Delivery function will provide a centralised point from which these contracts are managed. This management includes assessing contract benefits and developing a methodology for measuring benefits. The objective of this is to make sure that the sector and Te Mahau are receiving the agreed services from third parties, and these services are having the intended impact.

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.

Lift our capability to drive equity across our delivery programmes

Our mission is to deliver effective change that drives better outcomes for all ākonga and whānau. To achieve this, we will take a deliberate approach to achieving equity in all programmes and supports we deliver.

The proposed new Equity function within Delivery brings together a range of skills and expertise focused on improving equity for ākonga and whānau, and communities. This new team will help drive a relentless pursuit of equity at the point we most directly work with ākonga, whānau, hapū, iwi and communities. This approach drives a collective focus on equity for all and, explicitly, equity for Māori.

Working closely with the Kaiwhakahaere Director and team, the Equity function will also draw on te ao Māori values and diverse perspectives as it delivers programmes and services. 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.

This function also leads 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, or arrive to Aotearoa as refugees.

Taking practical action to giving effect to te Tiriti o Waitangi

Our te Tiriti commitment is a core focus across the Delivery function, specifically through the proposed Equity team. This team drives a collective focus on equity for all, and equity for Māori.

Giving priority to regional and local voice

The design of the Delivery function has given specific focus to ensuring that the voice of Te Mahau takiwā is prioritised. The creation of the Channels team will centralise the provision of resources and support to the regions, ensuring a consistent and unified approach. Aligning project delivery teams into one team, coupled with the proposed establishment of the Change Management and Implementation function, will support delivery to be coordinated and carried out in a way that is informed by the needs of those we are delivering to.

Improving feedback loops and information flows

Centralising key delivery teams into one function will enable stronger collaboration and reduce duplication. The Delivery team will work closely with other functions within Te Pae Aronui, and in particular, the Data and Insights function. Continuous information flows between these two teams will support project delivery to be informed by data, and information collected by 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 proposed to roles?

This function brings together a number of existing teams. The proposed structure of this function has been designed to address the current high spans of control (the size of the team reporting to a manager). Smaller spans of control will enable more effective delivery.

Proposed functions, services and accountabilities of Delivery

	Delivery		
WHAT does the function do?	This team provides central support for programmes delivered across Te Tāhuhu, to the regions, and to the sector.		
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Project Delivery • Operational Resourcing and Funding • Education Resourcing System (ERS) • Equity • Te Hurihanganui • Procured Services • Channels • Advisory roles 		
Level 4 Services	Project Delivery	Operational Resourcing and Funding	Education Resourcing System
Role Title	Director of Special Projects (409049)	Group Manager - Operational Resourcing and Funding (400528)	Programme Director ERS (400568)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Programme Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting line from Network and School Delivery to Delivery. 	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting line from Operations and COVID to Delivery. • This function is also proposed to include the 	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting line from Operations and COVID to Delivery

		Provider Assurance Group.	
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	Delivery		
Level 4 Services	Equity	Te Hurihanganui	Procured Services
Role Title	Manager, Equity (999407)	Kaiwhakahaere Director (405319)	Manager, Procured Services (999411)
Role Architecture Name	Function Manager (Tier 4)	Programme Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> Deliver programmes that shape a more equitable education system for all ākonga. 	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Parent Information and Community Intelligence to Delivery. 	<ul style="list-style-type: none"> Centralise third party funding activities across Te Pae Aronui, managing programme and project budgets and tracking appropriations as required. Build active contract management capability and assessment of benefits across Te Mahau. This centralises existing teams and brings a focus to

			realising benefits and active contract management.
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	Delivery	
Level 4 Services	Channels	Advisory roles
Role Title	Manager, Channels (999413)	Principal Advisor (400678) Chief Advisor (408077) Principal Advisor (408423)
Role Architecture Name	Function Manager (Tier 4)	N/A
WHAT happens here?	<ul style="list-style-type: none"> Provide consistent and positive experience when engaging with Te Pae Aronui delivery functionh to deliver better services to the front line Centralise and manage contact centres that provide direct telephone and email support to school staff, principals, boards of trustees, Te Tāhuhu staff, early learning centre owners, parents, and the general public. Develop an accessible point of entry for external parties seeking Te Tāhuhu services. This function will combine existing teams. 	<ul style="list-style-type: none"> These are existing functions, with changes in reporting lines from Early Learning, Claims and Engagement and Network and School Delivery to Delivery.

Delivery Function

WAYS OF WORKING

- The Delivery function will work closely with other functions within Te Pae Aronui, in particular the Data and Insights function. Continuous information flows between these two teams will support project delivery to be data informed, and information collected by Delivery teams is fed back into the Data and Insights team.
- The Design function will also be a key working relationship for the Delivery team. Services will be delivered in a way that realises the benefits intended in their design.
- The function will work closely with colleagues across Te Mahau and Te Tāhuhu, to deliver services to kura, schools, teachers, Kaiako, ākonga and 54hanau, through Te Mahau takiwā. They will do so in a coordinated, cohesive way underpinned by programme delivery planning and implementation.
- A deliberate focus on Equity in the Delivery function will support Te Tāhuhu to shape an inclusive education system that genuinely responds to the need for equity and excellence.

See attached proposed structure chart

Delivery – Operational Resourcing and Funding

What is Operational Resourcing and Funding and why is it important?

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

This team will be a source of information for the Design function, providing input to influence the services we ultimately design and then deliver.

As well as working closely with the Design function, this team will have information flows into the Data and Insights team, particularly around resourcing for schools and early learning centres.

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

The teams at a tier five and six level will remain unchanged, other than the following proposed changes:

- A shift in reporting line for Provider Assurance Group to report to the Resourcing Monitoring and Auditing team
- There are currently a high number of layers within the structure. Some changes in reporting lines are proposed to reduce these.

Proposed new or changed roles within Operational Resourcing and Funding, and their services and accountabilities

	Operational Resourcing and Funding
WHAT does the function/ service do?	This function works with Boards, Principals and Tumuaki and Administrators, providing allocation, monitoring/ auditing, and advice relating to annual operational funding.
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none">• ECE Operational Funding• School Finance• Resourcing Monitoring and Auditing• Resourcing• Advisory roles
Level 5 Teams	Resourcing Monitoring and Auditing

Role Title	Manager (400966)
Role Architecture Name	Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> • Manager (400966) will shift reporting lines from Operations and COVID to Delivery • The Provider Assurance Group will shift reporting lines from Early Learning, Claims and Engagement to report to Manager (400966) alongside the Resourcing Monitoring and Auditing team. • Both teams will continue to meet their existing responsibilities and accountabilities.
WAYS OF WORKING	<ul style="list-style-type: none"> • This team will be a source of information for the Design function, providing input to influence the services we ultimately design and then deliver to Te Mahau takiwā. • As well as working closely with the Design function, this team will provide information and insights into the Data and Insights team, particularly around resourcing for schools and early learning centres. • This team will also work with the Integration and Oversight team to understand other key changes that are upcoming and might affect this function's work.

See attached proposed structure chart

Delivery – Equity

What is Equity and why is it important?

The proposed Equity team is focused on delivering programmes that shape a more equitable education system for all ākonga and whānau. This team drives a collective focus on equity for all and, explicitly, equity for Māori at – the point we most directly work with ākonga, whānau, hapū, iwi and communities.

This function leads delivery of programmes across different ākonga and whānau groups to support their access to learning and achievement. This includes those who migrate here, have English as a second language, or arrive to Aotearoa as refugees. It also is responsible for implementing the Equity Index. The team established will have oversight of the following programmes:

- Implementation and Equity Index
- English for Speakers of Other Languages (ESOL)
- Refugee and Migrant
- Community Partnerships
- Restraints Programme
- Reading Programme
- Pacific Reading Programme

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

The main changes are to the tier five reporting lines within this team to reflect the establishment of the new Equity function.

Other changes include the introduction of two Team Leader positions at tier 6 within the Equity Index Implementation team. This addresses the large number of direct reports for the Manager of this team.

All of the teams proposed to make up the Equity function will maintain the same current responsibilities and accountabilities.

Proposed new or changed roles within Equity, and their services and accountabilities

	Equity
WHAT does the function do?	These new team leaders will work with the broader Implementation Equity Index team to implement the new Equity Index funding distribution model for schools.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Team Leader

Level 5 Services	Implementation Equity Index
Role Title	Team Leader (999408, 999416)
Role Architecture Name	Team Leader (Tier 5)
WHAT happens here?	These positions will provide team leadership to the teams of Advisors within the Equity Implementation team and the Equity Index Advisory team. They will also work with the Manager Implementation Index driving progress in line with the broader team towards the intended outcomes.

See attached proposed structure chart

Delivery – Procured Services

What is Procured Services and why is it important?

The proposed Procured Services function will centralise third party funding activities across Te Pae Aronui, managing programme and project budgets, and tracking appropriations as required.

There will be specialist procurement expertise to assist and support Te Mahau takiwā with the large volume of third party provider funding. A key focus of this function will be building active contract management capability and realising benefits. This centralises existing teams and brings a focus to realising benefits and active contract management.

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

The main changes here are splitting existing teams to manage the number of people reporting to managers, and introducing a new Benefits Realisation role.

Proposed new role within Procured Services

	Benefits Realisation
WHAT does the function do?	This new role will work within the procured services team. This role will support the team with benefits realisation activities.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Benefits Realisation Specialist
Level 5 Services	
Role Title	Benefits Realisation Specialist (999410)
Role Architecture Name	N/A
WHAT happens here?	<ul style="list-style-type: none">• Assess contract benefits and develop a methodology for measuring them. The objective of this is to make sure the sector and Te Mahau are receiving the agreed services from third parties, and these services are having the intended impact.

See attached proposed structure chart

Delivery – Channels

What is Channels and why is it important?

This proposed new function 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, Boards of Trustees, Te Tāhuhu Staff, early learning centre owners, whānau, and the general public. This team will work with the Delivery and Data and Insights functions to share information and insights appropriately.

The Channels team will support and deliver better services to the sector and external parties. It will be responsible for providing a consistent and positive experience when seeking to engage with Te Tāhuhu. The team will be a central, consistent point of contact for external parties seeking information.

The Channels function has a role in making sure that resources – technical support, teacher support, relevant guidance and policies, and opportunities for coordination – are identified and accessible as needed. The intention is for this function to shift over time to become a central point for inbound contact for ākonga, whānau and educators.

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

This function will combine existing teams from within Resourcing Operations. The proposed structure of this function introduces a new team leader role to address spans of control. Other impacts are to reporting lines only.

Proposed new or changed roles within Channels, and their services and accountabilities

	Channels
WHAT does the function do?	It is proposed that this new Team Leader role will be established to oversee Resourcing Officers that have been divided into two teams to manage spans of control.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Operational Support• Resourcing
Level 5 Services	Channels

Role Title	Team Leader (999414)
Role Architecture Name	Team Leader (Tier 5)
WHAT happens here?	<ul style="list-style-type: none"> • Lead a team of Resourcing Advisors responding to external queries. • Act as a key connection point between relevant users of resourcing advice (primarily educators) and the team of Resourcing Advisors. • Provide leadership and direction for the Resourcing team. • Work with the other Managers in this function to complete and manage a work plan that progresses towards the intended outcomes of the channels function.

See attached proposed structure chart

Change Management and Implementation

What is the Change Management and Implementation Function and why is it important?

This team will coordinate and ensure the smooth implementation of change into the sector by understanding the timing and scale of change and likely impacts on the sector, communities, and ākonga and whānau. This new function will improve the effectiveness of implementing our services, supports and policies by providing greater connection and prioritisation within Te Mahau, and Te Tāhuhu out to the sector. This function will also support those within Te Mahau to prepare for change, and ensure change is implemented and embedded effectively.

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

Coordinating the implementation of change into the sector for all of Te Tāhuhu

Te Pae Aronui is the place where everything Te Tāhuhu does comes together. We act as a connector across the education system, linking ākonga, whānau and the sector to Te Tāhuhu. The proposed Change Management and Implementation function will provide a cohesive, integrated view of upcoming education changes planned for the sector, and oversee the timing, impact, dependencies and supports needed for that change to be successful.

Change Management and Implementation will coordinate the delivery of change and implementation of new or improved services to the sector across Te Mahau takiwā. This includes assessing the readiness for change and embedding an integrated approach to change. Specifically, it will work closely with:

- Te Pae Aronui Design and Delivery teams and relevant teams across Te Mahau and Te Tāhuhu, on the scope, impact, and timing of change.
- Data and Insights on the analysis of qualitative and quantitative data and information to actively monitor how change is being received.
- Te Mahau takiwā on detailed planning and co-ordinating change into the sector.

This function provides new capability in change planning and implementation practices so that ākonga and whānau, and the sector, are informed of and experience change in a positive way.

The Change Management and Implementation function will also understand the impacts of change, interdependencies, and how change will be integrated across the sector. This will include preparing and maintaining an overall schedule of implementation, encompassing all changes from Te Tāhuhu into Te Mahau takiwā and the sector.

This team will manage change related communications and engagement into the sector and will work closely with Te Tāhuhu stakeholders including:

- Executive Services and Communications and Engagement teams within the Office of the Hautū
- Enterprise Programme Management team

- Corporate Communications teams
- Programme delivery teams from across Te Tāhuhu.

Providing sustainable, manageable and effective change and implementation

The proposed Change Management and Implementation function will deliver change and implementation in a way that is sustainable, manageable, and effective with, and for, the sector. This new function will balance our priorities and work programme for Te Pae Aronui, Te Mahau, and Te Tāhuhu with the demand and capacity from the sector to absorb that change. In doing so, change initiatives will be embedded more effectively, creating better outcomes for ākonga and whānau. This means knowing that the sector is ready for change, as well as working closely with Te Mahau takiwā who will be involved in, informed, and supported by this team to deliver change to the sector.

The Change and Implementation function will phase the delivery of support 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 and managed that will capture and track implementation across Te Tāhuhu. This is a significant shift from our current ways of working, both in how we deliver change for our staff and for those we serve.

Taking practical action to giving effect to te Tiriti o Waitangi

The Change Management and Implementation function is a key driver of giving effect to te Tiriti within Te Pae Aronui. This function creates Integrators, an essential role that will bring key insights of what is working for Māori in the regions to continuously improve how services, supports and policies are implemented. These insights will be key to us exercising kāwanatanga to govern in good faith and actively protect Māori interests.

Giving priority to regional and local voice

The successful implementation of support and services requires a strong prioritisation of regional and local voice so that change is sustainable, manageable, and effective. A strong connection with Te Mahau takiwā, alongside a centralised structure that is focussed on implementation, will make sure the capabilities required of the Change Management and Implementation function are fit for purpose. This team will also work to understand how changes have landed, whether benefits have been realised in the regions, and whether insights have been derived from implementation. This will be shared with the Data and Insights team to support the development of insights.

Delivering greater responsiveness, accessibility and integrated services and supports

The Change Management and Implementation function will at its heart drive an integrated approach to the development and improvement of our services and supports. This function is essential to providing greater cohesion and connection from programme implementation to outcomes, and then back through into the design of future initiatives. A key role of this function will be to prioritise changes out to Te Mahau takiwā and sector, understand dependencies and impacts and assess whether benefits have been realised. This will enable us to deliver changes that land well, are embedded and become enduring.

Proposed functions, services and accountabilities of Change Management and Implementation

	Change Management and Implementation		
WHAT does the function do?	The newly formed Change Management and Implementation function provides a cohesive, integrated view of upcoming education changes planned for the sector, coordinates and maintains a schedule of implementation activity, and manages the impacts and dependencies for that change.		
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Portfolio Management • Portfolio Management – Equity • Programme Support Office • Change Management • Integration and Oversight • Advisory roles 		
Level 4 Services	Portfolio Management	Portfolio Management – Equity	Programme Support Office
Role Title	Manager, Portfolios (999201)	Manager, Portfolios (Equity) (999202)	Manager, Programme Support Office (999203)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • Oversee large scale programmes delivering change into Te Mahau takiwā and the sector, including programme governance, guidance and practices, assurance, and benefits management of implementation. • Design and implement 	<ul style="list-style-type: none"> • Oversee large scale programmes delivering change into Te Mahau takiwā and the sector, including programme governance, guidance and practices, assurance and benefits management, with a particular focus on the implementation of programmes that are designed to improve 	<ul style="list-style-type: none"> • Oversee the portfolio and programmes and projects. • Define and maintain programme implementation methodology and standards. • Provide support for programme implementation activities. • Contribute to programme planning; preparation and maintenance and review of documentation. • Programme reporting and risk management.

	integrated plans and workflows for implementation of change.	<p>equity across the education system.</p> <ul style="list-style-type: none"> Design and implement integrated plans and workflows for programmes for implementation of change, designed to improve equity across the education system. 	
Level 4 Services	Change Management	Integration and oversight	Advisory roles
Role Title	Manager – Change (400913)	Manager, Integration and Oversight (999205)	Chief Advisor (999220)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	N/A
WHAT happens here?	This is an existing function, with a change in reporting line from Strategy and Implementation to Change and Implementation.	This is a new function that will work across Te Tāhuhu to identify and integrate the various change programmes planned and underway. This includes oversight and management of dependencies and impacts on the sector and maintenance of a master schedule of integration activity.	This is a new role that will prepare advice and provide support to the Change Management and Implementation group, and wider where appropriate.
WAYS OF WORKING	A centralised Change Management and Implementation function supports a shift towards a connected and joined up approach to planning and implementing change. Maintaining a view of key programme implementation and change activities means this function will understand and manage the scale and timing of changes occurring across Te Tāhuhu, and its impact on the sector. It will also understand change dependencies to embed change more effectively both internally and within the sector.		

See attached proposed structure charth

Change Management and Implementation – Portfolio Management

What is Portfolio Management and why is it important?

It is proposed that a new Portfolio Management team will be established to oversee large scale programmes delivering change into Te Mahau takiwā and the sector.

The Portfolio Management team oversees the implementation of major work programmes. This team includes Programme Managers that will provide oversight, strategic planning, analysis, reporting and advice to programme governance for the successful implementation of services, supports and policies.

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

Two new Programme Manager roles are proposed within this function, along with a change in reporting line for one existing Programme Manager.

The table below shows proposed new or changed roles within Portfolio Management, and their services and accountabilities:

	Portfolio Management
WHAT does the function/service do?	It is proposed that a new Portfolio Management function will be established to oversee the implementation of large scale change programmes into Te Mahau takiwā and the sector.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Programme Management
Level 5 Teams	Programme Management and Project Management
Role Title	Programme Manager (999208, 999219)
Role Architecture Name	N/A
WHAT happens here?	<ul style="list-style-type: none">• These proposed positions will provide a central point of management for the implementation of one or more project portfolios across Te Pae Aronui.

See attached proposed structure chart.

Change Management and Implementation – Portfolio Management – Equity

What is Portfolio Management – Equity and why is it important?

It is proposed that a new Portfolio Management – Equity team will be established to oversee multiple large scale programmes delivering change designed to improve equity across the education system into Te Mahau takiwā and the sector.

The Portfolio Management – Equity team oversees the implementation of major work programmes, with a particular focus on those designed to improve equity in our education system. This team includes Programme Managers that will provide oversight, strategic planning, analysis, reporting, and advice to programme governance for the successful implementation of services, supports and policies.

It will also work with the Portfolio Management team to provide specific advice and guidance and help all programmes of work regardless of whether they are equity specific, to deliver on taking practical action to give effect to te Tiriti and ground implementation in te ao Māori concepts and diverse perspectives.

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

This function brings together an existing Programme Manager and two new proposed Programme Managers.

Proposed new or changed roles within Portfolio Management - Equity, and their services and accountabilities

	Portfolio Management- Equity
WHAT does the function/ service do?	The team will oversee the implementation of large scale change programmes into Te Mahau takiwā and the sector designed to improve equity across the Aotearoa education system.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">● Programme Management● Programme Management Māori
Level 5 Teams	Programme Management and Project Management
Role Title	Programme Manager (999209, 999210)

Role Architecture Name	N/A
WHAT happens here?	<ul style="list-style-type: none"> • These proposed positions will provide a central point of management for the implementation of one or more equity project portfolios across Te Pae Aronui.

See attached proposed structure chart

Change Management and Implementation – Programme Support Office

What is a Programme Support Office and why is it important?

It is proposed that a new Programme Support Office function will be established to support programme governance processes, and provide support to large programmes of work within the Change and Implementation Team.

This team will centralise, maintain, and provide the overview of in-flight programmes capturing the programme management activities needing to be undertaken by the Change Management and Implementation team, including impacts or flow on effects of delays or disruptions. This will inform and align with a broader integration schedule, managed by the Change Management function, that will capture all Te Tāhuhu activities intended for the regions (both Te Mahau and the sector).

The team is accountable for supporting programme leads by coordinating programme activities, contributing to programme planning, supporting the preparation and maintenance of documentation, reviewing programme documentation, and supporting programme reporting. It will work closely with the Enterprise Programme Management Office (EPMO) to supply information and reporting on programmes being delivered to the sector, enabling the EPMO to build an enterprise overview of change activities.

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

This function brings together two existing roles (Senior Advisor Programme Support, and Senior Programme Coordinator) and a new role (Senior Programme Planner) under a new Manager - Programme Support Office.

The table below shows proposed new or changed roles within Programme Support Office, and their services and accountabilities:

	Programme Support Office
WHAT does the function do?	This new team will support programme leads and coordinate programme activities undertaken by the Portfolio Management team.
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none">• Senior Advisor Programme Support• Senior Programme Planner

Level 5 Services	Programme Planning
Role Title	Senior Programme Planner (999211)
Role Architecture Name	N/A
WHAT happens here?	As part of the Programme Support Office, the Senior Programme Planner is responsible for the development, monitoring and progress reporting on a centralised programme management activities undertaken by the Portfolio Management team.

See attached proposed structure chart.

Change Management and Implementation – Change Management

What is Change Management and why is it important?

It is proposed that a new Change Management function will shift its current focus to oversee the implementation of change, supports, services, and policies to the regions and the sector.

The Change Management function will also support Te Pae Aronui and Te Mahau staff through training to prepare for change, and understand the impacts of change they may be implementing. This approach will be tailored based on the size and complexity of change being considered to ensure staff are well prepared and enabled to support the sector, ākonga and whānau through change.

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

This is a shift of an existing team to the Change and Implementation group, with additional capability to maintain the master integration schedule.

See attached proposed structure chart

Change Management and Implementation – Integration and Oversight

What is Integration and Oversight and why is it important?

It is proposed that a new Integration and Oversight function will be established to support the integration of programme activities throughout Te Mahau and Te Tāhuhu. This team will collaborate across all Te Tāhuhu programme teams to understand the changes likely to impact the sector and associated interdependencies.

This team maintains a view of relationships, interdependencies and other changes occurring across the broader Te Tāhuhu and sector. They work closely with Te Mahau takiwā to understand all planned changes, the cumulative impact of changes planned, and make sure all change is joined up. It will achieve this through the development and maintenance of a master integration schedule. This schedule will support planned and manageable implementation so that ākonga and whānau, and the sector, are informed of and experience change in a positive way.

This team will work with the regionally-based integrated service teams in Te Mahau takiwā, as part of the prioritisation and planning of the roll out of new initiatives.

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

This is a new function. All roles proposed to be part of this function are new.

Proposed new or changed roles within Integration and Oversight, and their services and accountabilities

	Integration and Oversight
WHAT does the function/ service do?	The Integration and Oversight function will be established to support the integration of programme implementation activities throughout Te Mahau and Te Tāhuhu. They will have oversight of all change programmes that will impact Te Mahau takiwā and the sector. This function will gather insights and ongoing learnings about what factors support successful implementation to share with project teams to design and deliver change that minimises disruption.

HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> • Integrators • Impact Assessment • Business Analysis • Integration Scheduling 		
Level 5 roles	Senior Integrator	Integrator	Integrator (Equity)
Role Title	Senior Integrator (999212)	Integrator (999214, 999215)	Integrator (Equity) (999213)
Role Architecture Name	N/A	N/A	N/A
WHAT happens here?	As part of the Integration and Oversight team, the Senior Integrator engages across Te Tāhuhu to understand what change is coming. They will work with teams implementing changes so appropriate plans, support, and training are in place.	This role will work closely with the regional teams to understand their context. They will maintain oversight of work programmes and work with the teams to create efficiencies and mitigate duplicated effort.	This role will work closely with the regional teams to understand their context. It will maintain oversight of work programmes and work with the teams to create efficiencies and mitigate duplicated effort, with a particular focus on increasing equity in the education sector.
Level 5 roles	Impact Assessment	Business Analysis	Integration Scheduling
Role Title	Senior Advisor Impact Assessment (999217)	Business Analyst (999218)	Integration Scheduler (999216)
Role Architecture Name	N/A	N/A	N/A

<p>WHAT happens here?</p>	<p>This role will undertake assessments to understand the impact of upcoming change on business as usual activities, and what support may be required. They will commission and co-ordinate impact assessment requests that provide advice to programme design and delivery.</p> <p>They will work with the Business Analyst to identify opportunities for improvement for future change.</p>	<p>This role will interpret, analyse and document business requirements that support implementation integration for Te Mahau. They will also identify opportunities for improvement to current systems and processes (e.g. timeliness, accuracy), then design, develop and implement these according to best practice. They will plan and manage business process improvements for the Service Design team, and make recommendations based on analysis of information and data. They will work closely with data and insights to use evidence based guidance on how to improve integration activities.</p>	<p>The Integration Scheduler is responsible for the development, maintenance, monitoring and progress reporting of a centralised change integration schedule. This schedule enables Te Pae Aronui, and the wider Te Mahau to identify and plan for implementation of priority programmes of work that minimises disruption so that ākonga and whānau, and the sector, are informed of and experience change in a positive way.</p>
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See attached proposed structure chart

Regulatory

What is the Regulatory Function and why is it important?

Te Pae Aronui has an important regulatory role in the education environment. While regulation is ultimately a shared accountability across all of Te Mahau, the role of this proposed function is to provide support, advice, and direction across our regulatory activities so that we are meeting these responsibilities. 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.

This proposed function supports the compulsory schooling system to meet legislative requirements and controls, to keep those within the education system safe, and to deliver to an agreed and consistent set of standards. It is also responsible for the licensing system for early learning which forms part of the regulatory framework for the Education (Early Childhood Services) Regulations 2008.

This proposal recognises the importance of our regulatory role and brings together the regulatory accountabilities under one group to adopt a stronger and consistent regulatory practice. This function will develop capability to modernise and consolidate our regulatory functions. This means that we are:

- Taking an evidence-led and risk based approach.
- Responding to each situation, using tools appropriate to the regulated party's attitude and motivation in relation to compliance.
- Supporting all parties to understand their role within the education regulatory system, including those who use regulated services.

The function will have a deep understanding of the regulatory environment, is equipped to exercise the full range of levers available and knows when each is appropriate to be used. Strong relationships with wider groups such as policy will strengthen the regulatory framework whilst lifting our regulatory delivery and improving quality assurance activities.

The Regulatory function will act as a national centre of expertise while being connected across the sector through Te Mahau takiwā. It will play a key role in building regulatory capability both within Te Pae Aronui and Te Mahau takiwā. This function supports Te Mahau frontline teams by developing nationally consistent frameworks and acts as an escalation point for issues in the regions.

The key accountabilities for this function include providing accessible and timely information, supporting regulated parties to understand and meet their obligations and supporting users of the system to understand what they should expect. This function will provide the frontline workforce with the necessary knowledge, skills, tools and support to be able to review and build on their professional practice, and report back on issues they may encounter in the course of their work.

The Regulatory function will develop working relationships with other regulatory agencies within the same or related regulatory systems. Intelligence will be shared and we will coordinate activities to help manage regulatory gaps or overlaps. This aims to minimise the regulatory burden on regulated parties

and maximise the effective use of scarce regulator resources. This includes provider assessment functions, the national monitoring functions and the specialist provider assessment functions.

When fully mature our regulatory role will be clearly understood across Te Pae Aronui, Te Mahau, the education sector, and the community.

Becoming a modern, evidence led and risk-based regulator that use the full range of levers available

The proposed new regulation function elevates the importance of our regulatory role. It brings together regulatory accountabilities under one group to adopt a whole of system view. Specifically, Te Pae Aronui has the primary role of regulating early learning providers and ensuring that the compulsory schooling system meets legislative requirements and controls. This proposed function will grow beyond this and support, develop greater capability within Te Pae Aronui, Te Mahau, the education sector, and the community to allow regulation based decisions to be made on day to day activities.

Delivering greater responsiveness, accessibility and integrated services and support

The proposed function introduces a dedicated team focussed on providing nationally consistent regulatory guidance and support. This dedicated team will better enable the regions to undertake regulatory activities with ECE, Kōhanga reo, Kura and schools. They will be accountable for supporting, monitoring and assessing provider regulatory compliance and licensing; this function will also include dispute resolution services. It will maintain a transparent compliance and enforcement strategy that is responsive and proportionate to the risks or harms being managed.

Improving feedback loops and information flows

Consolidating the regulatory functions within one group will enable better connectivity of education regulation from the regions through to policy. Through the development of working relationships intelligence will be shared and insights drawn upon. It will coordinate activities to help manage regulatory gaps or overlaps and refine the regulatory framework to minimise the regulatory burden on regulated parties, while ensuring protection appropriate controls and service levels are in place.

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

This function brings together a number of existing teams into a central regulatory function . The proposed structure has been designed to manage new functional areas and address spans of control (the size of the team reporting to a manager). Smaller spans of control will enable more effective delivery.

The proposed structure incorporates the Early Learning Network function that has previously been approved and which is not part of this change process. It will develop the Early Learning Network work plan and undertaking regulatory activity in this area

Four new roles are proposed to be established as part of this function:

- Manager, Early Learning Network (999335)
- Manager, Schooling Regulation (999511)

- Manager, National Practice (999501)
- Chief Advisor (999508)

Proposed functions, services and accountabilities of the Regulatory team

	Regulatory Function		
WHAT does the function do?	As a modern regulatory function this group will respond to issues as well as supporting people to understand the expectations of them under the regulation system and what they need to do to meet their obligations.		
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • Network Early Learning • Early Learning Regulation • Schooling Regulation • Sensitive Claims • National Practice • Advisory 		
Level 4 Services	Network Early Learning	Early Learning Regulation	Schooling Regulation
Role Title	Manager, Early Learning Network (999335)	Manager, Early Learning Regulation (409644)	Manager, Schooling Regulation (999511)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • This is a new function already approved and not part of this change process. It is included to indicate the future location of this function within the structure. • This function will develop the Early Learning Network work plan and priorities, including regulatory activity 	<ul style="list-style-type: none"> • This is an existing function, with a change in reporting lines from Early Learning, Claims and Engagement to the Regulatory function. • There will be a change to the name of this 	<ul style="list-style-type: none"> • This new function merges two existing teams within Network and School Delivery that provide schooling regulation. • There are no proposed changes other than the change in reporting line for these roles.

	within Early Learning Education.	function, but no further changes.	
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Regulatory Function			
Level 4 Services	Sensitive Claims	National Practice	Advisory roles
Role Title	Manager - Sensitive Claims (400529)	Manager, National Practice (999501)	Chief Advisor (999508)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	N/A
WHAT happens here?	<ul style="list-style-type: none"> This is an existing function, with a change in reporting line from Early Learning, Claims and Engagement to the Regulatory function. The only changes proposed in this team are the establishment of two new roles to address the large team size, and associated reporting line changes. 	<ul style="list-style-type: none"> This is a new team within the Regulatory function. They will drive consistency nationally in the approach to regulation. This team provides guidance and advice nationally through an evidence led and risk based approach that uses the full range of regulatory levers. Work closely with Policy and Legal functions to contribute to regulatory stewardship. 	<ul style="list-style-type: none"> This is a new role supporting the General Manager – Regulatory. This role will provide coordination and support across the Regulatory function. They will provide specialist high quality and timely regulatory advice and guidance to the Regulatory Leader. Develop, articulate and give advice in relation to the team's strategy and key priority work programmes.

WAYS OF WORKING

- The Regulatory function will better enable the regions to undertake regulatory activities with ECE, Kōhanga reo, Kura and schools. Consolidating the regulatory functions within one group will improve feedback loops and information flows, and better connect regulatory outcomes, operations and Policy.
- This function will play a key role in building regulatory knowledge across Te Tāhuhu. As a centre of expertise the function will work closely with leaders and teams across Te Tāhuhu to provide advice, guidance, and support regarding the practical application of regulation.

See attached proposed structure chart

Regulatory – Network (Early Learning)

What is Network (Early Learning) and why is it important?

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

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

This function has been established by the Government, and is currently under development. The role of Manager – Early Learning Network is proposed to be established to lead this new team.

See attached proposed structure chart.

Regulatory – Schooling Regulation

What is Schooling Regulation and why is it important?

The School Governance team provides expert advice and support for school boards of trustees, national oversight of statutory interventions, and school planning and reporting.

The team works in a collaborative way with the sector to provide timely, accurate, quality regulatory advice and support, ensuring compliance with statutory and regulatory requirements and obligations.

They also provide advice and guidance to Te Tāhuhu staff on the operation of the statutory interventions, board constitutions, board elections and school governance.

They assist with the operation of the Schools Intervention Management System, the electronic workflow for approval and monitoring of statutory interventions.

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

The key change to this function is the combination of two teams to make one function with appropriate spans of control. The three manager roles of Manager Secondary Transition, Manager School Support and Manager School Governance will be disestablished and one new manager created to lead this function.

There are no changes proposed to this team at the tier five level, aside from a change in reporting line to the proposed established Manager – Schooling Regulation as described in the overarching Regulatory section.

See attached proposed structure chart.

Regulatory – Sensitive Claims

What is the Sensitive Claims function and why is it important?

This is the existing function from Early Learning, Claims and Engagement working on the Abuse in State Care review.

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

Due to very high spans of control (the number of people reporting to a team leader or manager), those previously reporting to the Team Leader will be split between that role and the Manager Māori Claims.

There will be no change to the responsibilities of the roles changing reporting lines.

Details regarding rationale and specific impacts are reflected in the impact tables.

See the attached proposed structure chart.

Regulatory – National Practice

What is National Practice and why is it important?

This team is proposed to be established to drive consistency nationally in the approach to regulation. It will provide guidance and advice nationally through an evidence led and risk based regulatory system that uses the full range of regulatory levers.

The function has a deep understanding of the modern regulatory practice, is equipped to exercise the full range of levers and knows when each is appropriate to be used. It will be predictable and provide certainty of approach whilst remaining flexible. As a modern regulator the function will be transparent and accountable to support growth and wider understanding throughout Te Tāhuhu of the regulatory environment.

This team will have close working relationships across Te Tāhuhu – in particular with Policy and Legal, supporting their stewardship functions.

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

The proposed change is to establish a new team of advisors to develop and manage a framework for national practice that is risk based and responsive, connected across the sector and contributes to effective stewardship of the education regulatory system.

Proposed new or changed roles within National Practice, and their services and accountabilities

	National Practice		
WHAT does the function/service do?	The National Practice establishes and provides regulatory guidance and advice that is nationally consistent to drive modern regulatory practice.		
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">● Schools● Early Learning● Advisory roles		
Level 5 Teams	Schools	Early learning	Advisory
Role Title	Principal Advisor, Schools (999503)	Principal Advisor, Early Learning (999504)	Senior Advisor (999505)

			Advisor (999506, 999507)
Role Architecture Name	N/A	N/A	N/A
WHAT happens here?	<ul style="list-style-type: none"> • This proposed role will deliver specialist advice on the application of regulation with a specific focus on regulation applying to Schools • It will maintain oversight of information being received and insights reported to enable regulatory services to meet expected outcomes • Support the development and management of a framework for national practice that is risk-based and responsive, connected across the sector and contributes to a modern and effective regulatory system 	<ul style="list-style-type: none"> • This proposed role will deliver specialist advice on the application of regulation with a specific focus on regulation applying to Early Learning • It will maintain oversight of information being received and insights reported to enable regulatory services to meet expected outcomes • Support the development and management of a framework for national practice that is risk-based and responsive, connected across the sector and contributes to a modern and effective regulatory system 	<ul style="list-style-type: none"> • These proposed positions will deliver specialist advice on the application of regulation in line with nationally consistent processes and frameworks • They will maintain oversight of information being received and insights reported to enable regulatory services to meet expected outcomes • Support the development and management of a framework for national practice that is risk-based and responsive, connected across the sector and contributes to a modern and effective regulatory system

See attached proposed structure chart.

Learning Support

What is the Learning Support Function and why is it important?

Learning support is essential to educational outcomes. Our learning support function supports and enables local teams across Te Mahau takiwā to work alongside schools, kura and early learning services to support ākonga and whānau in their learning environments and communities. The Learning Support team will be focused on providing practice advice and expertise. It will focus the system on delivering for ākonga and whānau with learning support needs.

Strengthening centralised functions, and transitioning delivery to the regions to enable integration and inclusive education

Under this proposal Learning Support will become a function focussed providing central practice support for Learning Support delivery staff. Locally based learning support delivery teams will move to report to Te Mahau takiwā, in the proposed new integrated local delivery teams.

This involves transitioning our learning support delivery specialists which includes our Intensive Wraparound Services (IWS) teams into locally based integrated delivery teams (hubs) where they will work as part of a team of specialists who partner with and support schools, kura and early learning services.

Learning support specialists will report to the Manager of their local integrated service hub. They will also have access to clinical guidance from a Chief Advisor Learning Support based in their region, and from a more tightly focused central Learning Support function within Te Pae Aronui.

The team will verify that learning support processes, frameworks and support reflect leading practice, and will establish methods for working effectively to support and be responsive to the needs of Te Mahau takiwā.

It is also proposed that the ESOL, Refugee, Migrant and International Education teams shift to the proposed new Delivery group in Te Pae Aronui.

The new Learning Support function will connect directly into each region through a network of Service Managers and Learning Support Advisors, providing nationally consistent guidance, while also gathering insights and learnings from the frontline. It will also support Chief Advisors Learning Support based in each takiwā to remain well connected.

The Learning Support function will share the insights and information gathered from Te Mahau takiwā with the Data and Insights, Design, and Policy teams to inform services relating to learning support.

Giving priority to regional and local voice

The Learning Support function will have a close working relationship and partnership with learning support practitioners located in the regions. The insights and on the ground knowledge of practitioners will be pivotal to informing quality practice guidance and support, with these being updated to reflect new understandings of what works.

There will also be an expectation that the Learning Support function prioritises these insights from the frontline when working with other Te Tāhuhu groups where learning support is concerned, for example Te Puna Kaupapahere with the development of learning support policy.

Delivering greater responsiveness, accessibility and integrated services and support.

With the proposed shift of practitioners to Te Mahau takiwā, the Learning Support function will be focussed on providing high quality support to Te Mahau takiwā, enabling effective delivery of the Learning Support Delivery Model. The continuation of close working relationships with Te Mahau takiwā will make sure on the ground insights and knowledge of what works best is informing the development of support and practice guidance. The significant shifts proposed for Learning Support will also be a stepping stone towards the integration of learning support in other functions within Te Pae Aronui in the pursuit of a more inclusive education system.

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

The Learning Support function provides focussed central practice support function for our Learning Support delivery staff. At a national level, this team will focus on practice, advice, and expertise, and focus the system on delivering for ākonga and whānau with learning support needs.

Our locally based learning support delivery teams will report to Te Mahau takiwā, where they will work alongside wider learning support, curriculum and education delivery, in the proposed new integrated, local delivery teams.

Learning support advisors will now report to the manager of their local integrated hub within Te Mahau takiwā structure. The ESOL, Refugee, Migrant and International Education teams will shift to report into the Delivery function.

Two new roles are proposed within this function:

- Manager, Learning Support Practice (999607)
- Manager, High Needs (999601)

Details regarding rationale and specific impacts are reflected in the impact tables.

Proposed functions, services and accountabilities of Learning Support

Learning Support			
WHAT does the function do?	Our learning support function supports and enables local teams across Te Mahau takiwā to work alongside schools, kura and early learning services to support ākonga and whānau in their learning environments and communities.		
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> • Learning Support Practice • High Needs • Advisory roles 		
Level 4 Services	Learning Support Practice	High Needs	Advisory Roles
Role Title	Manager, Learning Support Practice (999607)	Manager, High Needs (999601)	Chief Advisor, Learning Support (405487) Principal Advisor (400593)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	N/A
WHAT happens here?	<ul style="list-style-type: none"> • This team combines existing positions from the current Learning Support Delivery Team. These positions will make up the new Learning Support Practice team and will maintain current accountabilities and responsibilities. 	<ul style="list-style-type: none"> • This team combines existing positions from the current Learning Support Delivery Team. These positions will make up the High Needs team and will maintain current accountabilities and responsibilities. 	<ul style="list-style-type: none"> • These are existing positions, with a change in reporting line from Learning Support Delivery to Learning Support.
WAYS OF WORKING	<ul style="list-style-type: none"> • The Learning Support function works closely with learning support practitioners to develop and deliver high quality, consistent practice and guidance. This function uses the insights and on the ground knowledge of 		

	<p>practitioners to inform quality practice guidance and support, with guidance being updated to reflect new understandings of what works.</p> <ul style="list-style-type: none"> • This team will also work with data and insights to understand Te Tāhuhu progress against key indicators. Where applicable, this team will then develop or update support and guidance to help the practitioners to deliver more responsive services.
Additional commentary	<ul style="list-style-type: none"> • The new Te Pae Aronui Learning Support function will be sharply focused on the provision of system leadership. This function will provide quality, nationally consistent advice, support and practice guidance to Te Mahau takiwā and across the system. It will work with Learning Support Advisors in the regions to support the delivery of learning support locally, so all ākonga and whānau requiring support to learn have a consistent experience across the motu.

See attached proposed structure chart

Learning Support – Learning Support Practice

What is Learning Support Practice and why is it important?

The Learning Support Practice team is made up of two areas at tier four, service support and guidance team and advisory roles. This team will be accountable for leading consistency of practice and providing expert guidance to practitioners across the motu.

The team also ensures that learning support processes, frameworks and support reflect leading practice in appropriate areas, and will establish methods for working effectively to support and be responsive to the needs of Te Mahau takiwā. This team will have a role in focussing the system to deliver better services to those that need it.

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

This team will be made up of existing positions within the current Learning Support Delivery function. All of these positions are proposed to change in reporting line to this new team, and will maintain their current accountabilities and responsibilities.

Details regarding rationale and specific impacts are reflected in the impact tables.

See attached proposed structure chart.

Learning Support – High Needs

What is the High Needs team and why is it important?

The proposed establishment of the High Needs team is an acknowledgement of the importance of national consistency in learning support for ākonga with high needs, across a range of functions. The team incorporates the existing functions of Applications, Ongoing Resourcing Scheme (ORS).

This team also ensures that there is effective guidance and support provided to Te Mahau takiwā about the Intensive Wraparound Service and residential specialist schools, and verify the eligibility of ORS applications.

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

Two additional advisor positions are proposed to be established to add to the provision of high quality technical and practice advice on learning support. These positions are accountable for providing technical thought leadership and contributing to the development and implementation of strategic and operational planning. This change will support nationally consistent learning practice guidance and support to the Learning Support roles in Te Mahau takiwā.

Two new roles are proposed to be established as part of this change:

- Advisor (999603)
- Advisor (999602)

Details regarding rationale and specific impacts are reflected in the impact tables.

Proposed new or changed roles within High Needs, and their services and accountabilities

	High Needs
WHAT does the function do?	The High Needs team provides national consistency in learning support for ākonga with high needs, across a range of functions.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• ORS Verification Team• Advisory roles
Level 5 Services	Advisory Roles

Role Title	Advisor, High Needs (999603, 999602)
Role Architecture Name	N/A
WHAT happens here?	<p>The High Needs function will be supported by a team of Advisors to prepare advice on matters as required, such as Intensive Wraparound Service (IWS).</p> <p>These positions will support and help drive forward work that contributes towards the strategic priorities.</p> <p>These positions are accountable for providing technical thought leadership and contributing to the development and implementation of strategic and operational planning. This change will support nationally consistent learning practice guidance and support to the Learning Support roles in Te Mahau takiwā.</p>

See attached proposed structure chart.

Office of the Hautū

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

The Office of the Hautū supports the management and operations of Te Pae Aronui and Te Mahau.

This proposal for change seeks to:

- Centralise existing communications and engagement capability,
- Centralise and develop capacity and capability in executive services, and
- Support business planning and investment management.

The Office will provide cohesive and coordinated activity, advice and support, to support Te Pae Aronui to operate, while also providing executive support for Te Mahau as a collective.

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

Centralising our communications and engagement capability to drive coherent, connected approach

This proposal brings together our internal and external communications capability. It also focuses our engagement capability on connecting across Te Mahau takiwā and the sector, while putting community, ākonga and whānau voice and participation at the centre.

This team will deliver connected, coherent communications and engagement into Te Mahau takiwā and the sector. This team will maintain strong connections back to Te Tāhuhu central Communications to support a connected approach.

The centralised approach will provide continuity of all internal Te Pae Aronui communications.

The function will have strong connections with the Change Management and Implementation team including working together to manage the flow of communications out to Te Mahau takiwā and the sector. This team will also be a key integration point, to receive feedback on the effectiveness of communications – including whānau perspectives and voice – and will share learnings and improvement opportunities with teams in Te Pae Aronui, Te Mahau and Te Tāhuhu.

Establishing a robust Executive Services function

We are strengthening the Executive Services function to support Te Pae Aronui, and (where relevant) Te Mahau to respond to OIA requests, Ministerials and Written Parliamentary Question responses, and manage select committee processes. Information and intelligence gathered from these will be used to respond to emerging issues.

We will build the capacity and capability within this team to provide a full suite of executive services, developing responses to requests, and a shift from a reactive to a proactive function.

Business planning and portfolio management

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 that support 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.

Taking practical action to giving effect to te Tiriti o Waitangi

The Office of the Hautū is proposed to be a coordinated function that sets strategic direction relating to the priorities from the Hāutu. It will also provide oversight to Te Pae Aronui in delivering them. This team will be vital in helping Te Pae Aronui to grow capability to understand the complexity of te Tiriti and give expression and practical effect to all articles of te Tiriti with Māori both as tangata whenua and citizens. Upholding our commitment to te Tiriti is a core element of Te Pae Aronui strategy and will be intrinsically linked with the Hautū priorities.

In their planning and oversight role the Office will support Te Pae Aronui to:

- provide genuine opportunity and space for tino rangatiratanga to be exercised by and for Māori in relation to those matters for which they should have agency and authority,
- support the education sector and others to create educational experiences and outcomes that reflect a meaningful expression of ōritetanga, and
- exercise kāwanatanga to govern in good faith and actively protect Māori interests as citizens, and those of all citizens.

Proposed functions, services and accountabilities of the Office of the Hautū

Office of the Hautū			
WHAT does the function do?	The Office of the Hautū provides advice, support and enabling capability to facilitate the smooth management and operations of Te Pae Aronui and Te Mahau.		
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> • Executive Services • Engagement and Communications • Business Planning and Investment Management • Advisory roles 		
Level 4 Services	Executive Services	Engagement and Communications	Business Planning and Investment Management

Role Title	Manager, Executive Services (999700)	Manager, Engagement and Communications (999706)	Manager, Business Planning and Investment Management (999723)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> Respond to the needs of external parties (e.g. Ministers) Work across Te Mahau collating information and identifying emerging issues Respond to external information requests e.g. Ministerial / OIA and select committee requests Develop Ministerial related internal information requests Provide high quality and timely executive services advice and support 	<ul style="list-style-type: none"> Internal and External Communications Internal and External Engagement Developing a consistent approach to comms and engagement Improve feedback and information flows Work with the change management and implementation team 	<ul style="list-style-type: none"> Centralised business planning and investment management functions. Programme management of portfolio Investment Management including Budget Management across Te Pae Aronui, benefits analysis and service analysis

	Office of the Hautū
Level 4 Services	Advisory Roles
Role Title	<ul style="list-style-type: none"> Chief Advisor (999707) Senior Advisor (409588) Senior Advisor (409060) Senior Advisor (400687) Advisor (409591) Project Coordinator (409695) Senior Advisor (409695) Senior Advisor (410508)

Role Architecture Name	N/A
WHAT happens here?	<p>The Head of the Office of the Hautū will be supported by a team of Advisors to prepare advice on matters as tasked by the Hautū.</p> <p>One new Chief Advisor position will be established. The other advisory roles are existing positions and will continue to carry out their current accountabilities and responsibilities. There are no changes proposed to these roles outside of a reporting line change.</p>
WAYS OF WORKING	<ul style="list-style-type: none"> • The Office will work closely with key leaders across Te Tāhuhu to create a joined up approach towards delivering on Te Tāhuhu outcomes. The Office will proactively communicate key messages from Te Tāhuhu to Te Pae Aronui where needed. • The Office will also play a key role in engaging with Te Tāhuhu, Takiwa, 97hanau, hapū, iwi and Māori, ākonga and 97hanau, education providers, and the broader sector. They will work with the central communications team to understand other key messages going to these parties, improving feedback loops and information flows. • As the bridge between the Minister and Te Pae Aronui, this team will have a proactive relationship with the Minister. The intention of the proactive relationship is that Te Pae Aronui will progress inline, if not ahead of key changes, enabling Te Tāhuhu to better deliver on key outcomes.

See attached proposed structure chart

Office of the Hautū – Executive Services

What is Executive Services and why is it important?

The Executive Services team will be a key point of contact for the needs of external parties (e.g. Ministers of the Crown). They will work proactively to respond to external information requests e.g. Ministerial / OIA and select committee requests, and work across teams to develop appropriate responses, building a knowledge repository of previous responses.

The team will work across Te Mahau collating information and identifying emerging issues in response to information requests, and provide high quality and timely executive services advice and support.

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

The existing roles within the Ministerials and Privacy teams will report to the Manager - Executive Services.

This team will expand to take the lead in developing responses to parliamentary questions, OIA, Select Committee, and Ministerial information requests. The team will provide a full suite of executive services, developing responses to requests, and shift from a reactive to a proactive function.

See attached proposed structure chart.

Office of the Hautū – Engagement and Communications

What is Engagement and Communications and why is it important?

This proposed team will focus on working across Te Pae Aronui and Te Mahau to develop and deliver connected, coherent communications and engagement into Te Mahau takiwā and the sector. This team will maintain strong connections back to Te Tāhuhu Central Communications to support a connected approach.

Sitting in the Office of the Hautū, this team will also manage the design, coordination and execution of effective messages from the Hautū relating to the priorities of Te Pae Aronui. The centralised approach will provide continuity of all messages delivered within Te Pae Aronui, driving consistency and helping change to land more effectively.

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

Currently we have communications and engagement expertise integrated into teams throughout Te Pae Aronui. To better use the critical mass of capability that we have across this skill set we are bringing together the internal and external communications capability, and expanding our engagement capability to connect across Te Mahau takiwā and the sector.

The table below shows proposed new or changed roles within Engagement and Communications, and their services and accountabilities:

	Engagement and Communications
WHAT does the function/service do?	These roles will have a focus on both communications and engagement within Te Pae Aronui and with the sector and communities. Their work will provide a consistent approach to communications and engagement, improving feedback and information flows with Te Pae Aronui, Te Tāhuhu, Takiwa, whānau, hapū, iwi and Māori, ākonga and whānau, education providers, and the broader sector.
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• Communications• Engagement Content Producers• Advisory roles
Level 5 Teams	Engagement
Role Title	Senior Engagement Advisor (999710)

	Engagement Advisor (999711) Engagement Advisor (999712)
Role Architecture Name	N/A
WHAT happens here?	<ul style="list-style-type: none"> • The Engagement and Communications team will be supported by a team of Advisors to deliver communications and engagement within Te Pae Aronui. • As well as internal communications and engagement, these roles will undertake work engaging with Te Tāhuhu, Takiwa, whānau, hapū, iwi and Māori, ākonga and whānau, education providers, and the broader sector. • These roles will work with the central communications team to improve feedback loops and information flows, by understanding other key messages going to key stakeholders. Collaborating with the central team will support a joined up approach to communications across Te Tāhuhu and the sector.

See attached proposed structure chart.

Office of the Hautū – Business Planning and Investment Management

What is Business Planning and Investment Management and why is it important?

Te Pae Aronui is a large operations and integration group, with a significant portfolio of work. This new proposed function develops management information, budget tracking and business planning to support the leadership of Te Pae Aronui with governance and business planning. This team will facilitate the prioritisation of investment decisions. This will include activities such as business planning, portfolio management of the internal work programme, benefits analysis, service analysis, and budget management across Te Pae Aronui.

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

Investment and data and insight capability will be introduced as part of the establishment of the Business Planning and Investment Management function. This team will be focused on a proactive approach to developing management information, budget tracking and business planning to enable Te Pae Aronui to meet its strategic objectives.

This proposed team will also have a project and programme management functional responsibility. It will report on programmes and projects specific to Te Pae Aronui. It will provide the Hautū with a level of advice and confidence on project timelines and outcomes.

The table below shows proposed new or changed roles within Business Planning and Investment Management, and their services and accountabilities:

	Business Planning and Investment Management	
WHAT does the function/ service do?	These roles will have a focus on facilitating business planning and investment management processes. This may include developing management information, budget tracking and business planning documentation.	
HOW will this function be	The function will consist of: <ul style="list-style-type: none">• Data and Insights• Investment Management• Advisory roles	
Level 5 Teams	Business Planning and Investment Management	
Role Title	Data and Insights Analyst (999704, 999705)	Investment Analyst (999702) Investment Coordinator (999703)

Role Architecture Name	N/A	N/A
WHAT happens here?	<ul style="list-style-type: none"> • Supporting the team to obtain and maintain the data needed to carry out business planning, management information analysis and investment management activities • Provide key thought leadership and apply best practice processes when applying data to undertake business planning and investment management • Maintain a good relationship with the data and insights function and draw on them when need be 	<ul style="list-style-type: none"> • Supporting the development of key materials to carry out business planning • Carrying out key investment management activities such as, budget management, benefits analysis and service analysis • Provide key thought leadership and apply best practice processes when undertaking investment management activity

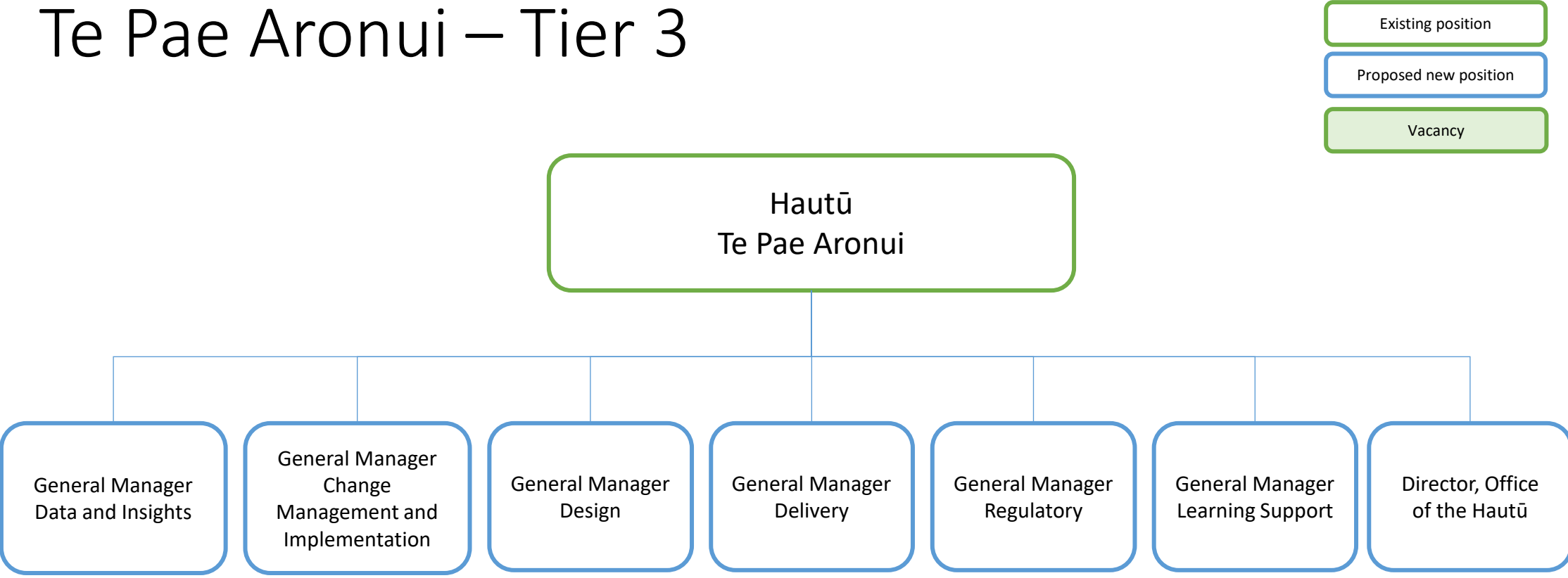
See attached proposed structure chart.

Te Pae Aronui

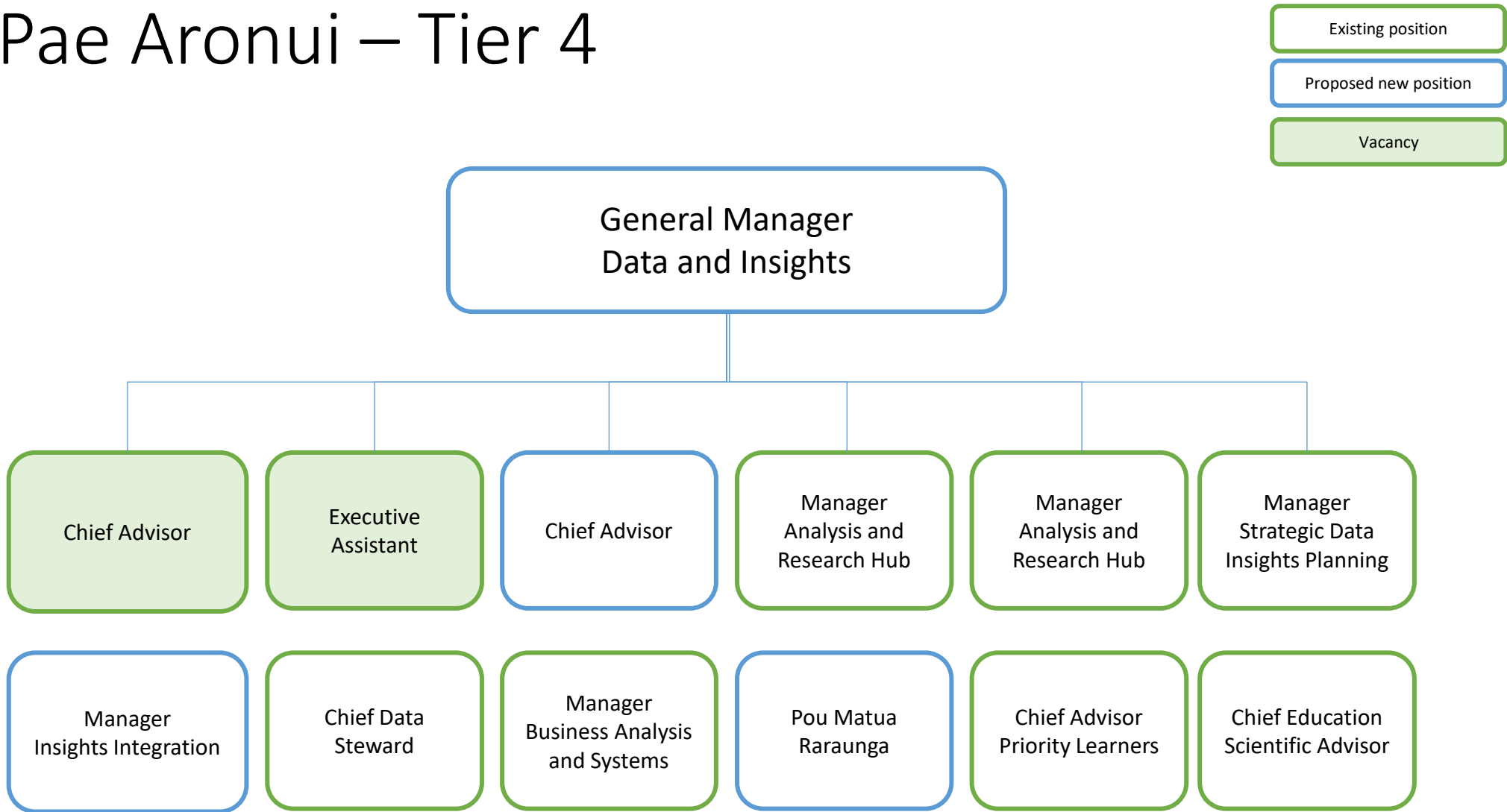
Proposed structure charts

4 October 2022

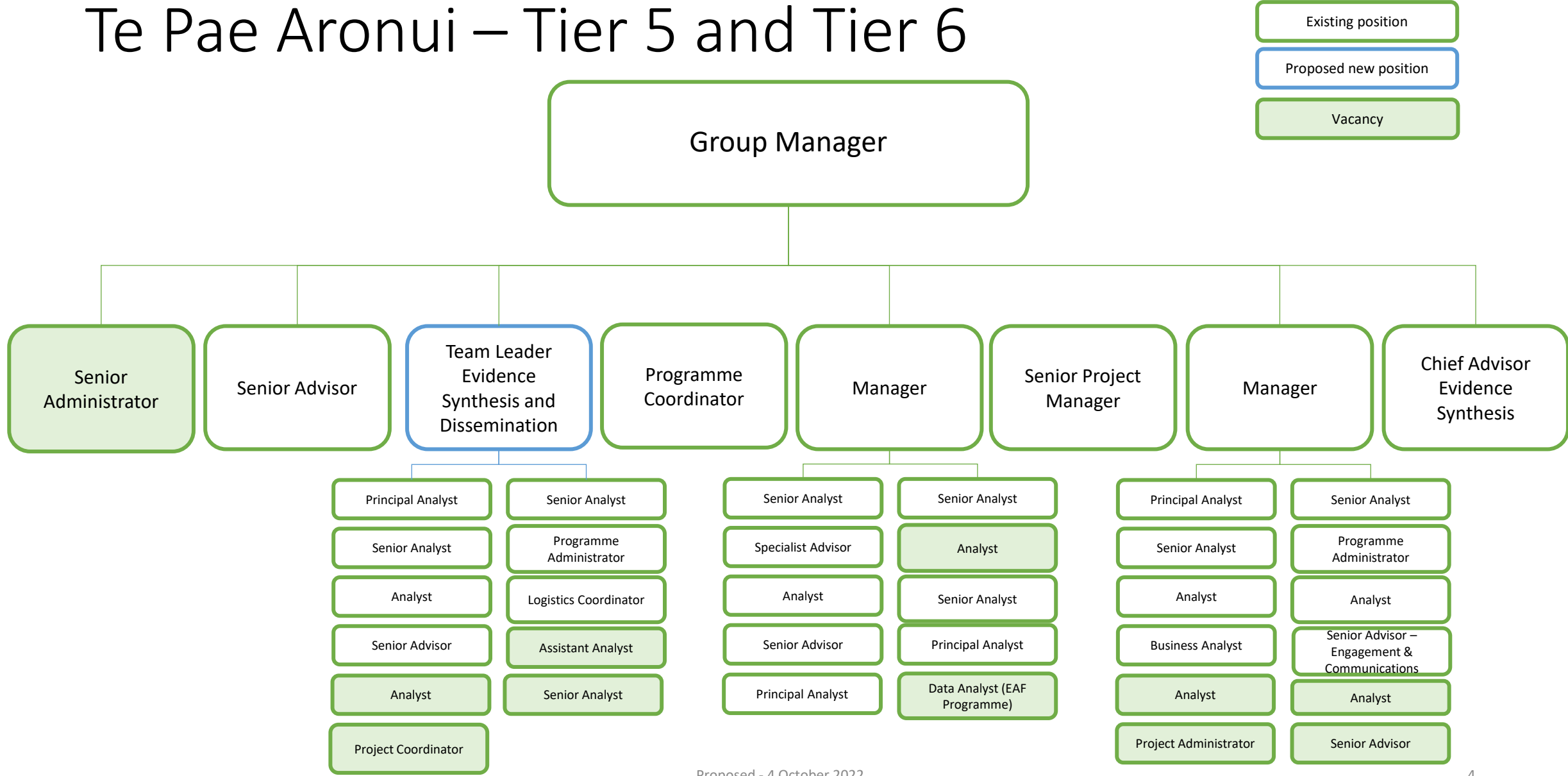
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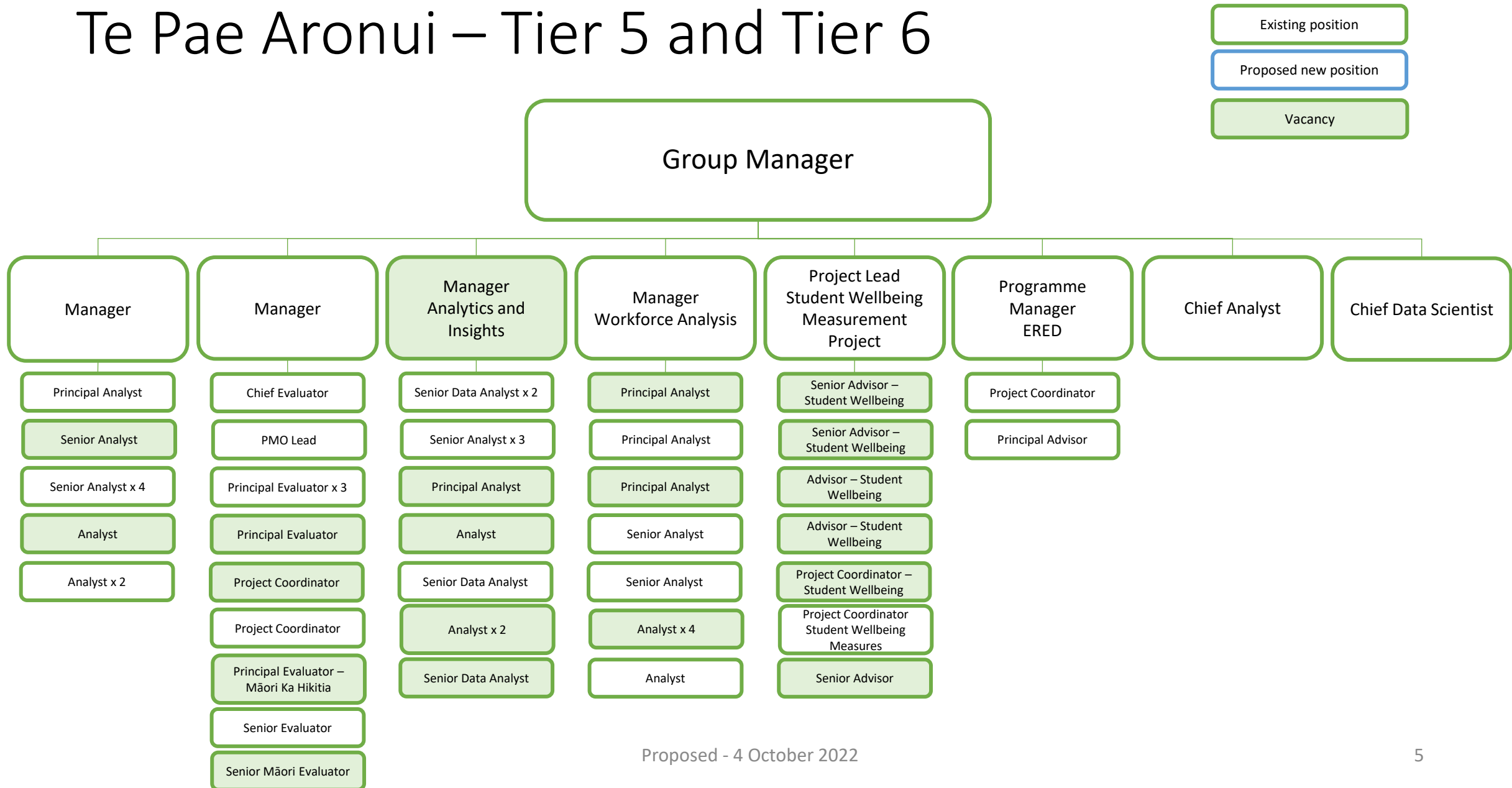
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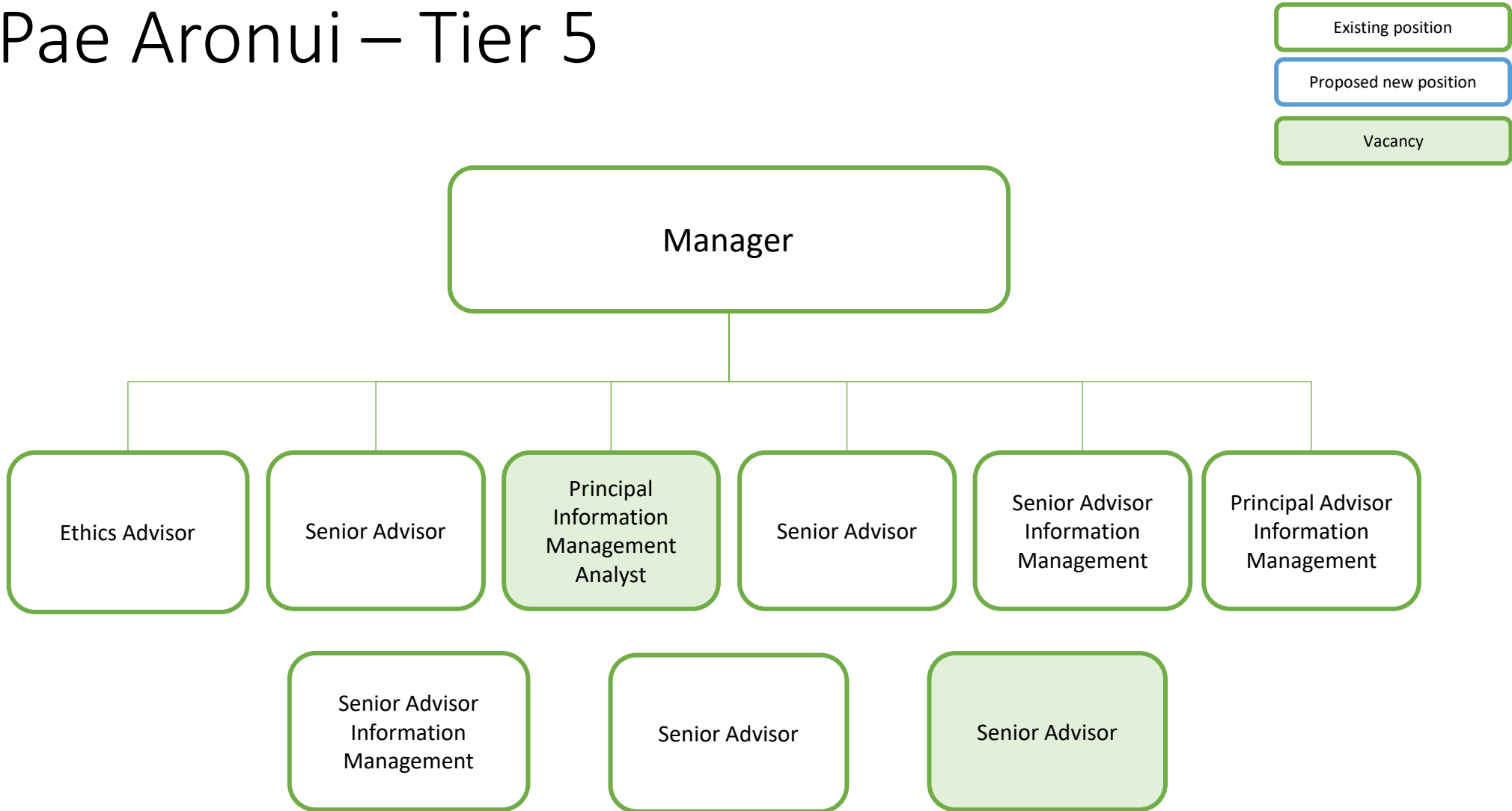
Te Pae Aronui – Tier 5 and Tier 6



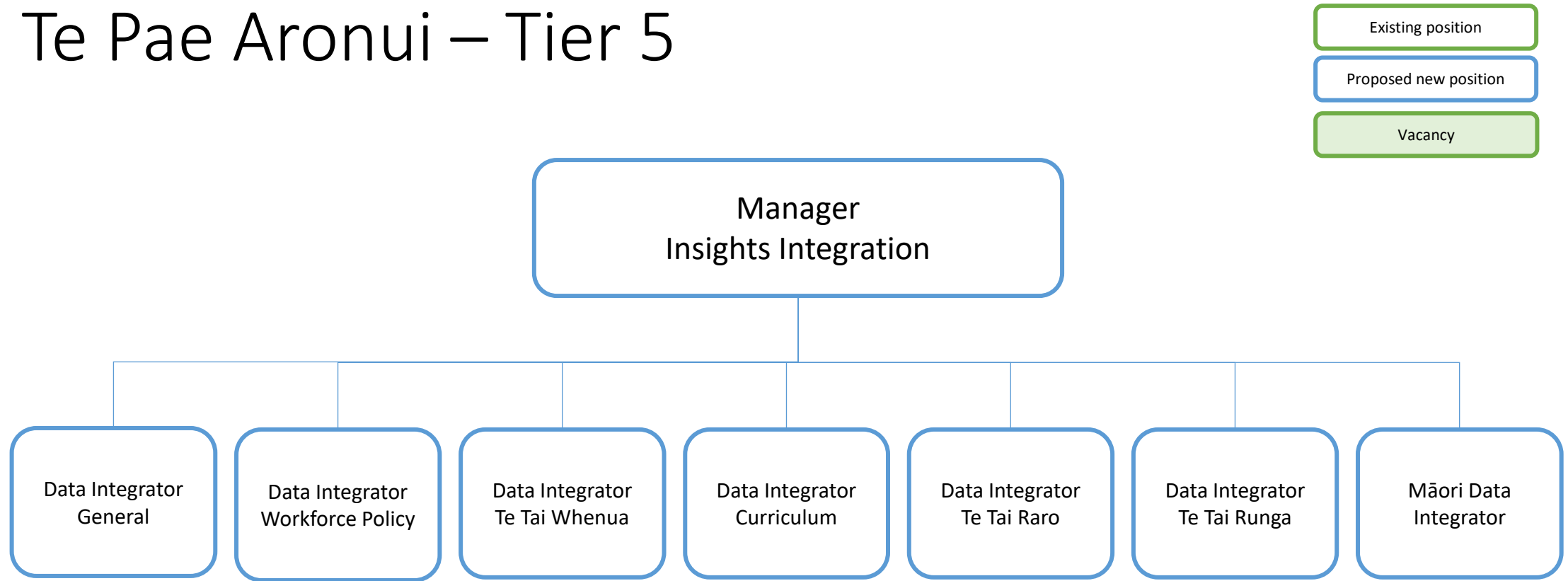
Te Pae Aronui – Tier 5 and Tier 6



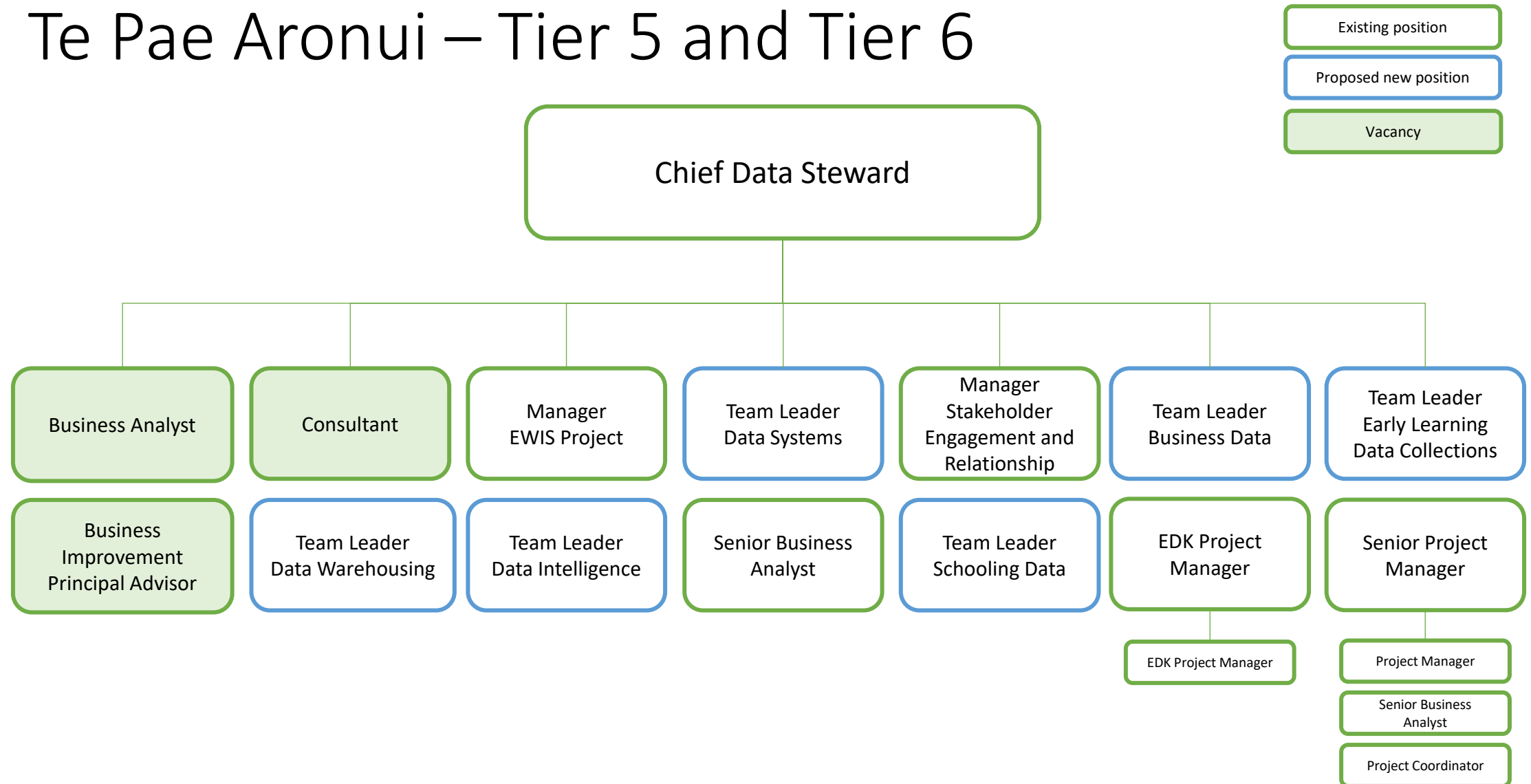
Te Pae Aronui – Tier 5



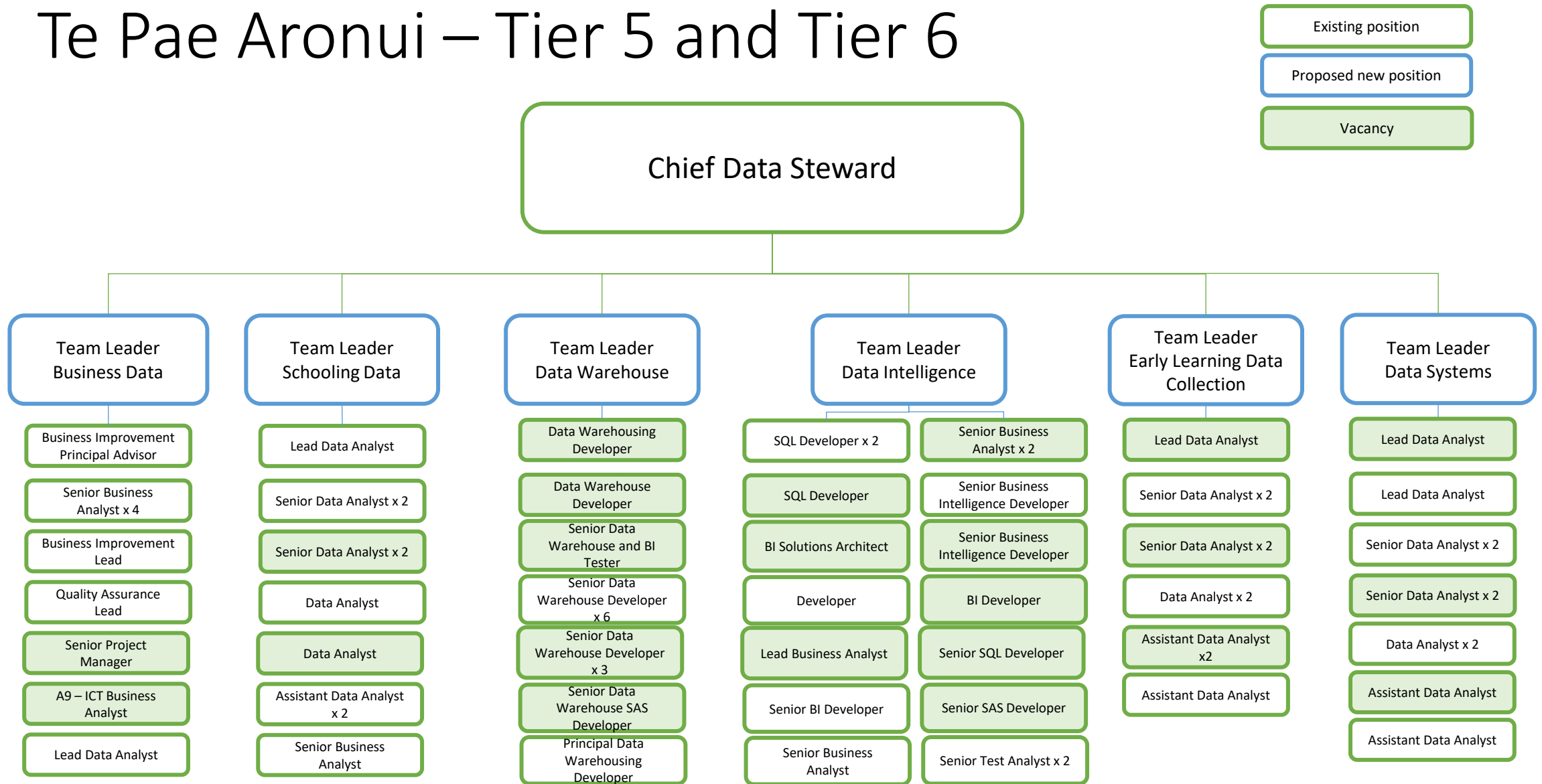
Te Pae Aronui – Tier 5



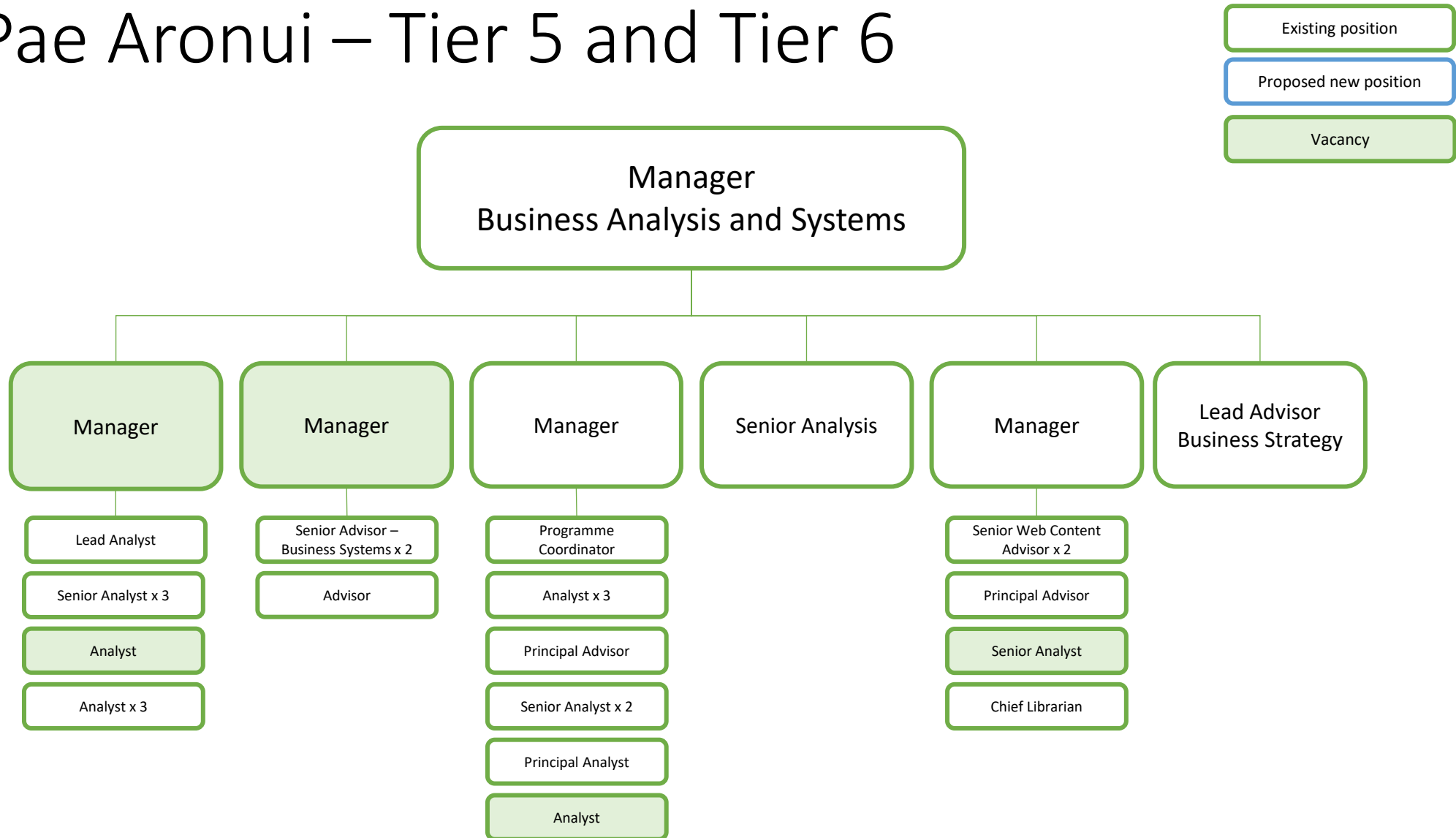
Te Pae Aronui – Tier 5 and Tier 6



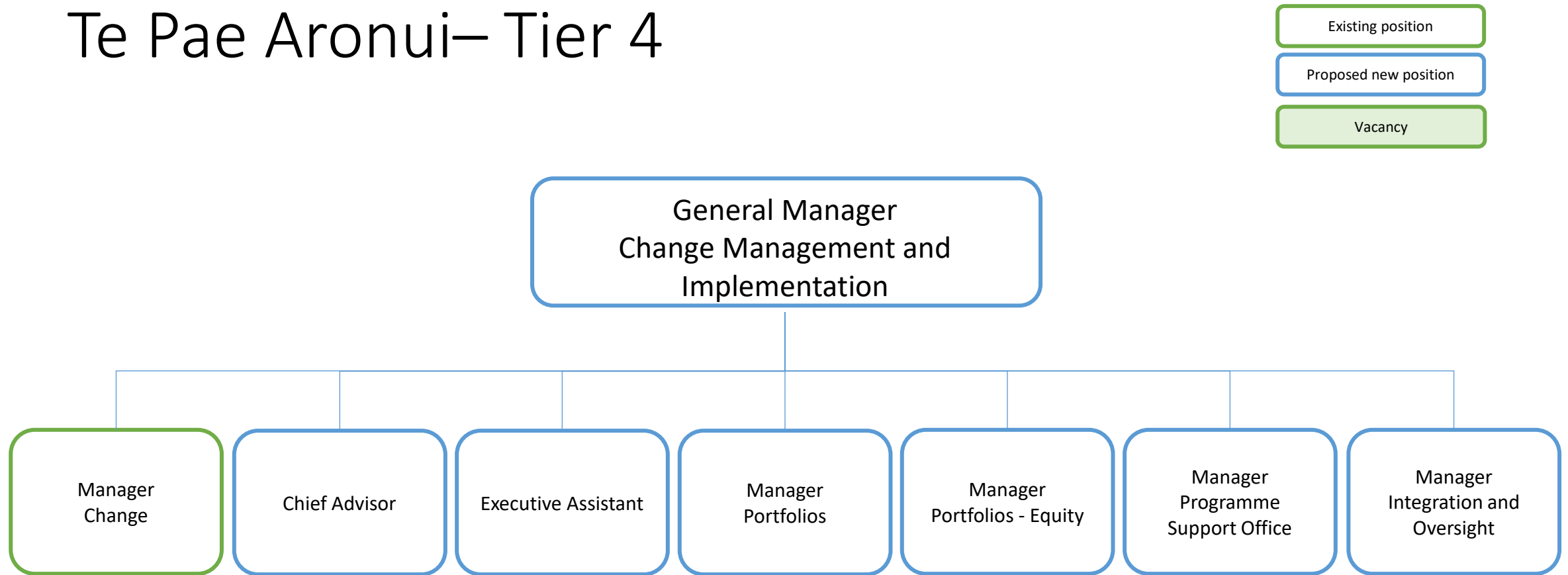
Te Pae Aronui – Tier 5 and Tier 6



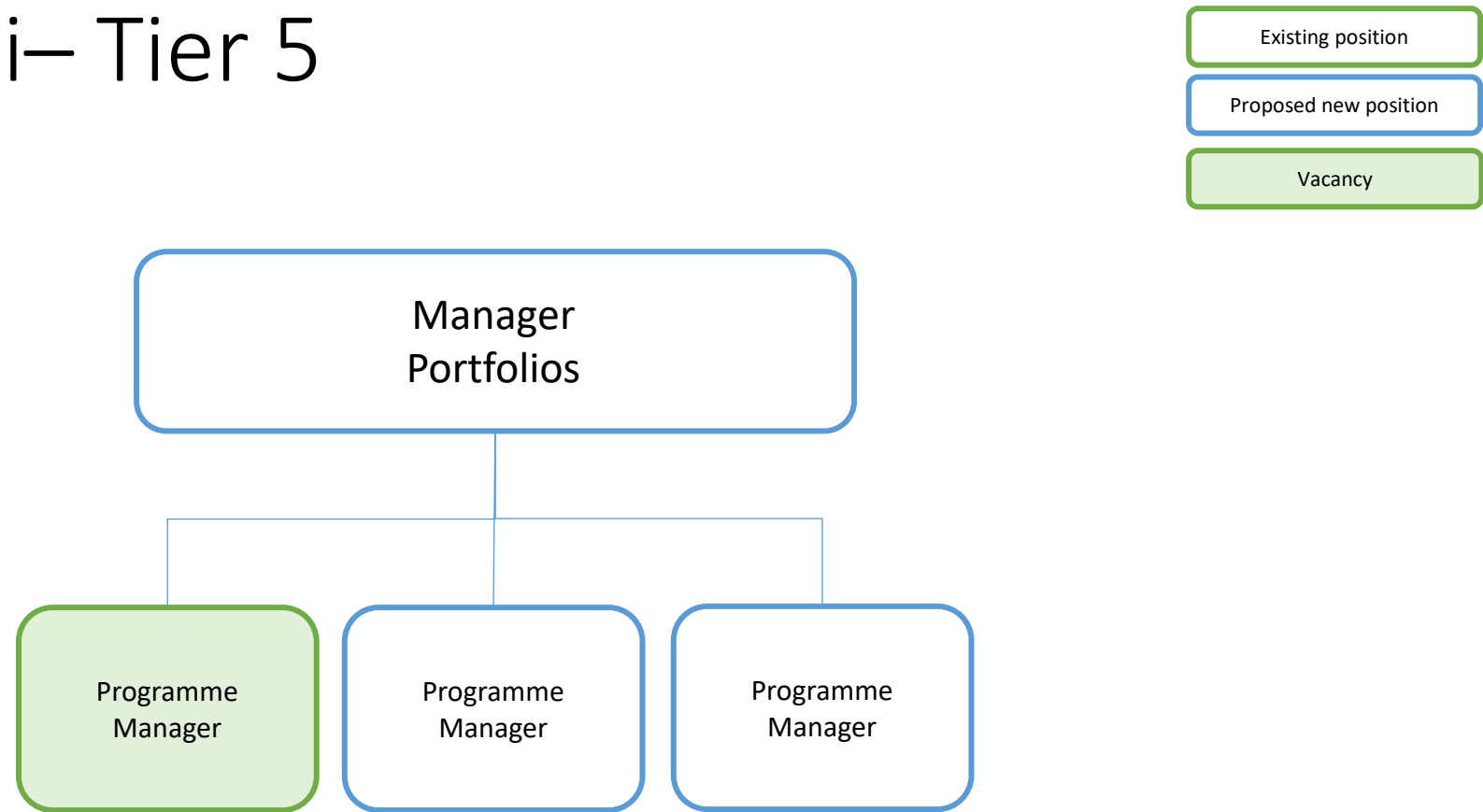
Te Pae Aronui – Tier 5 and Tier 6



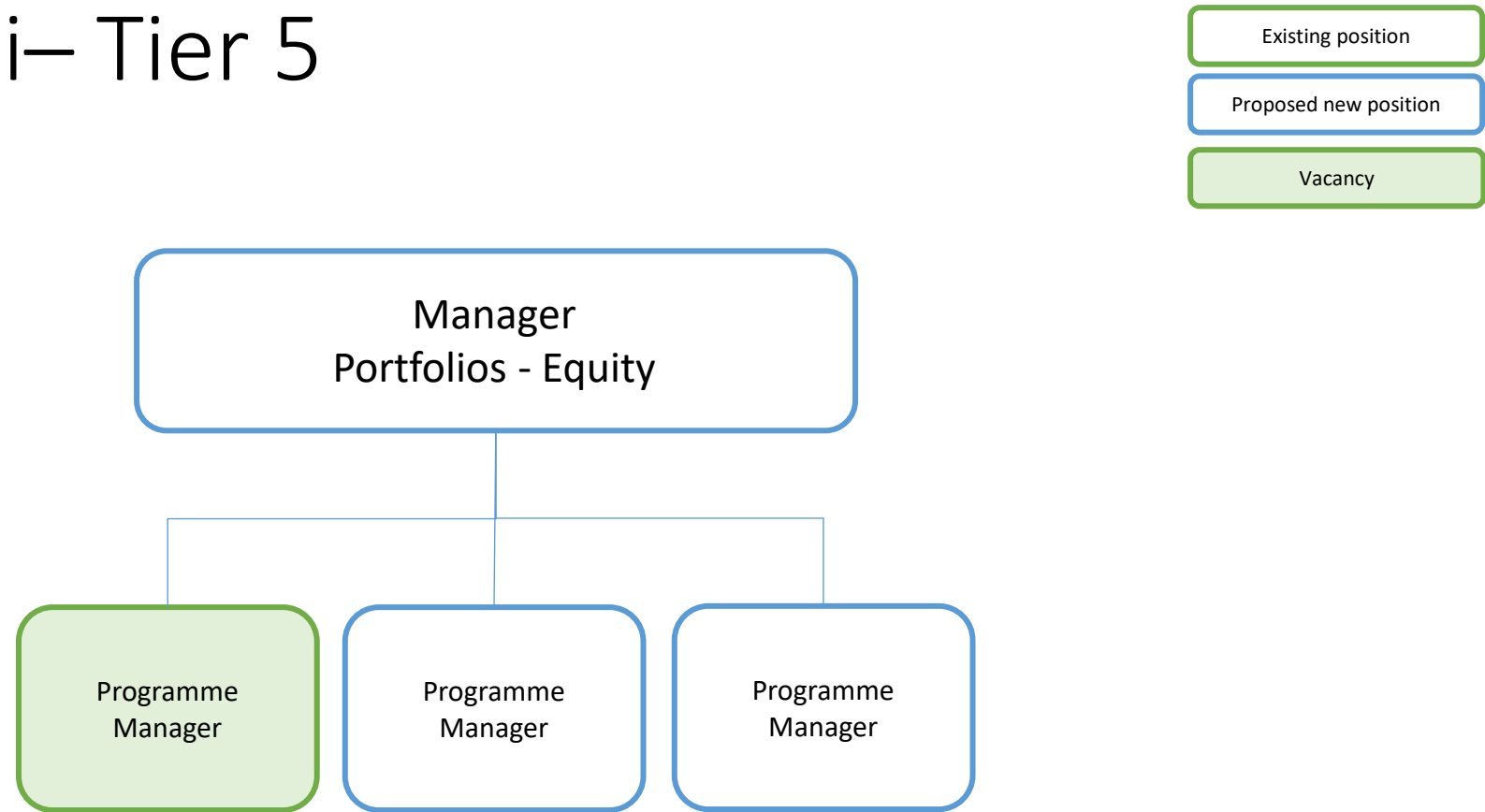
Te Pae Aronui– Tier 4



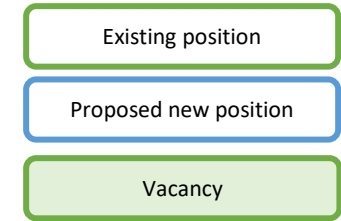
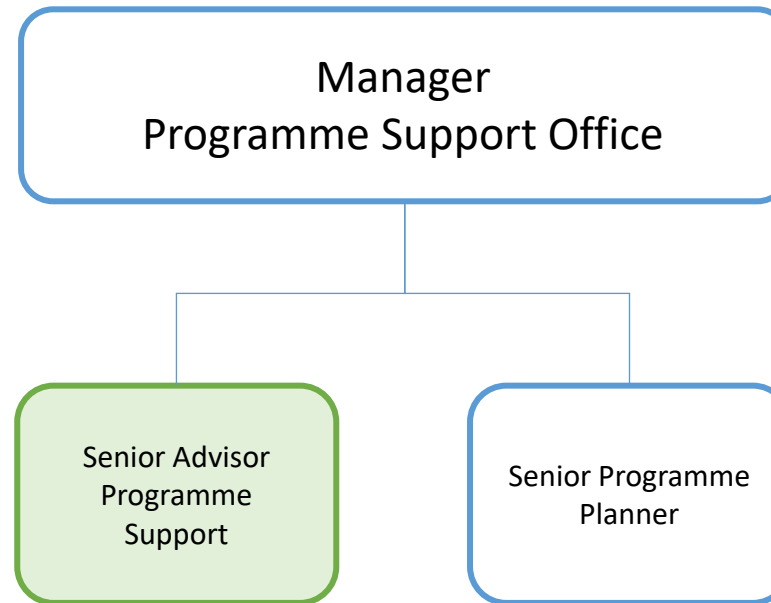
Te Pae Aronui– Tier 5



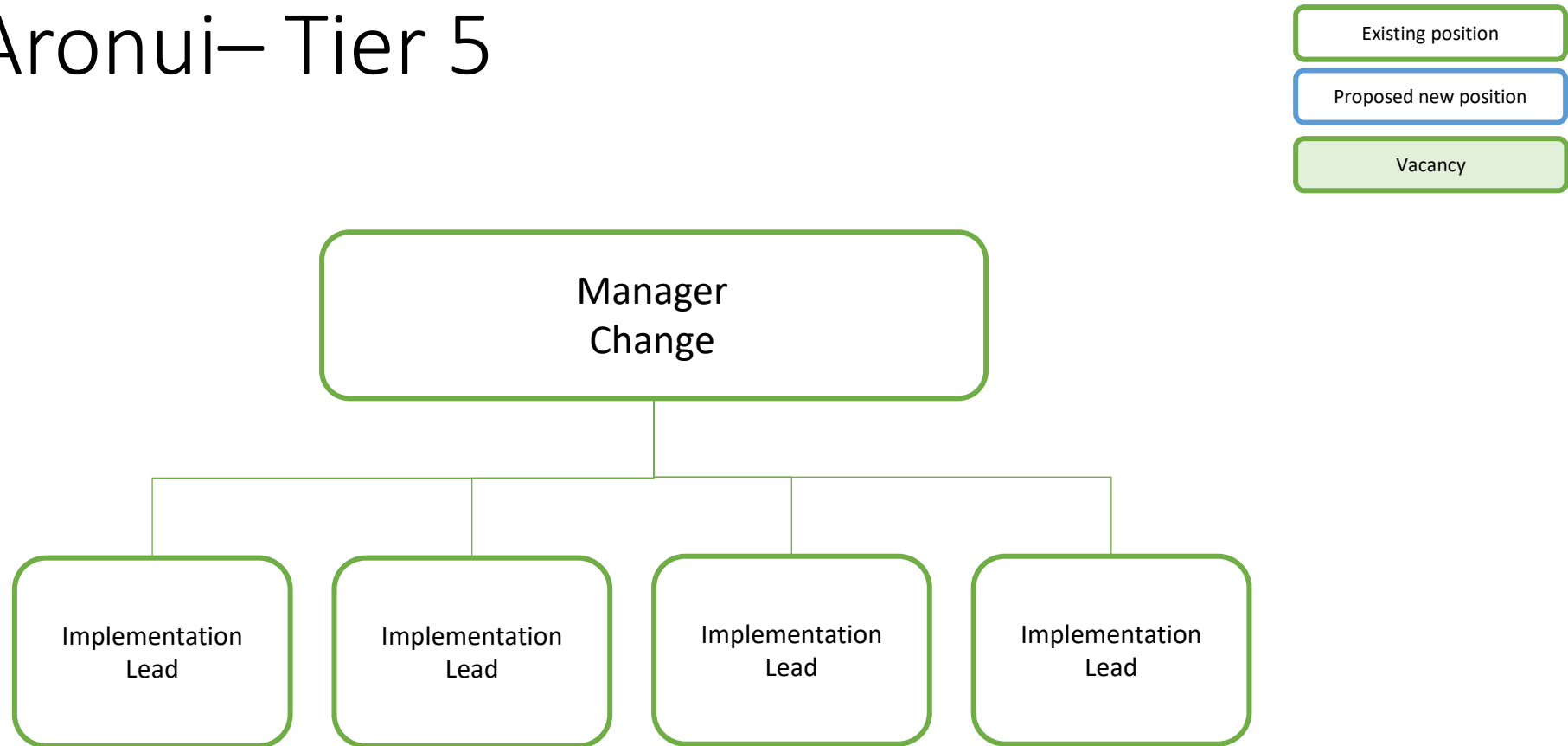
Te Pae Aronui– Tier 5



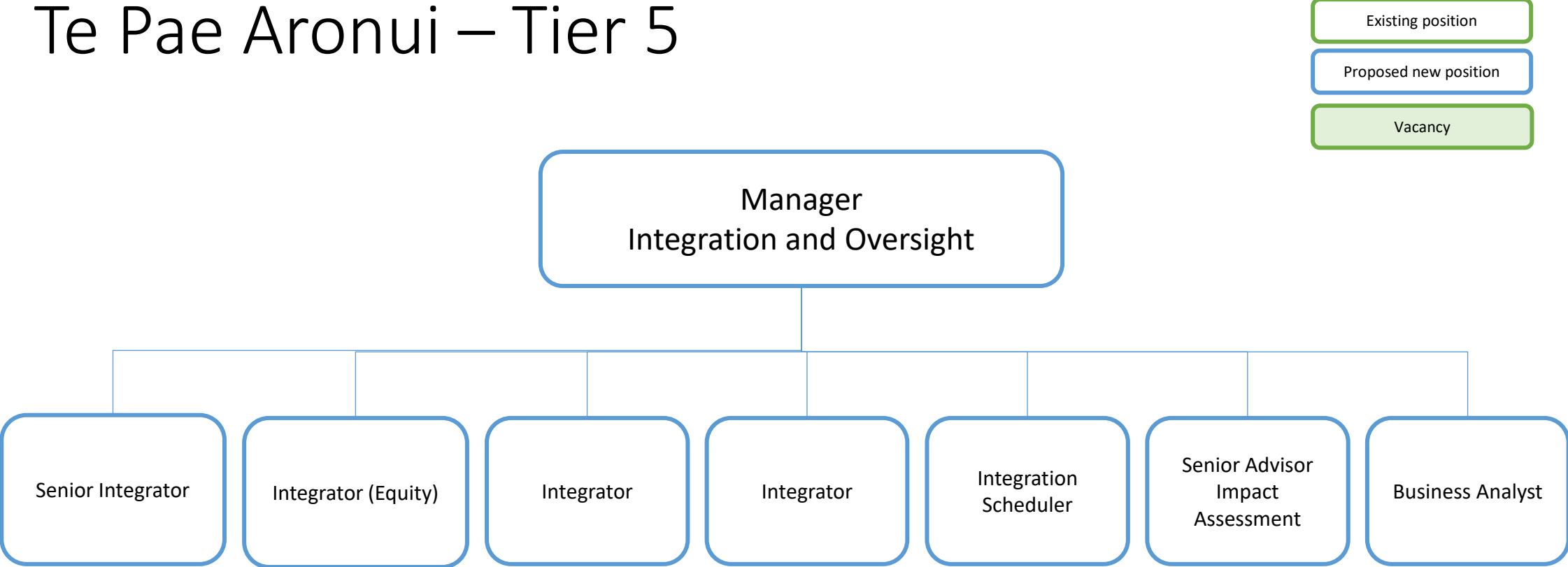
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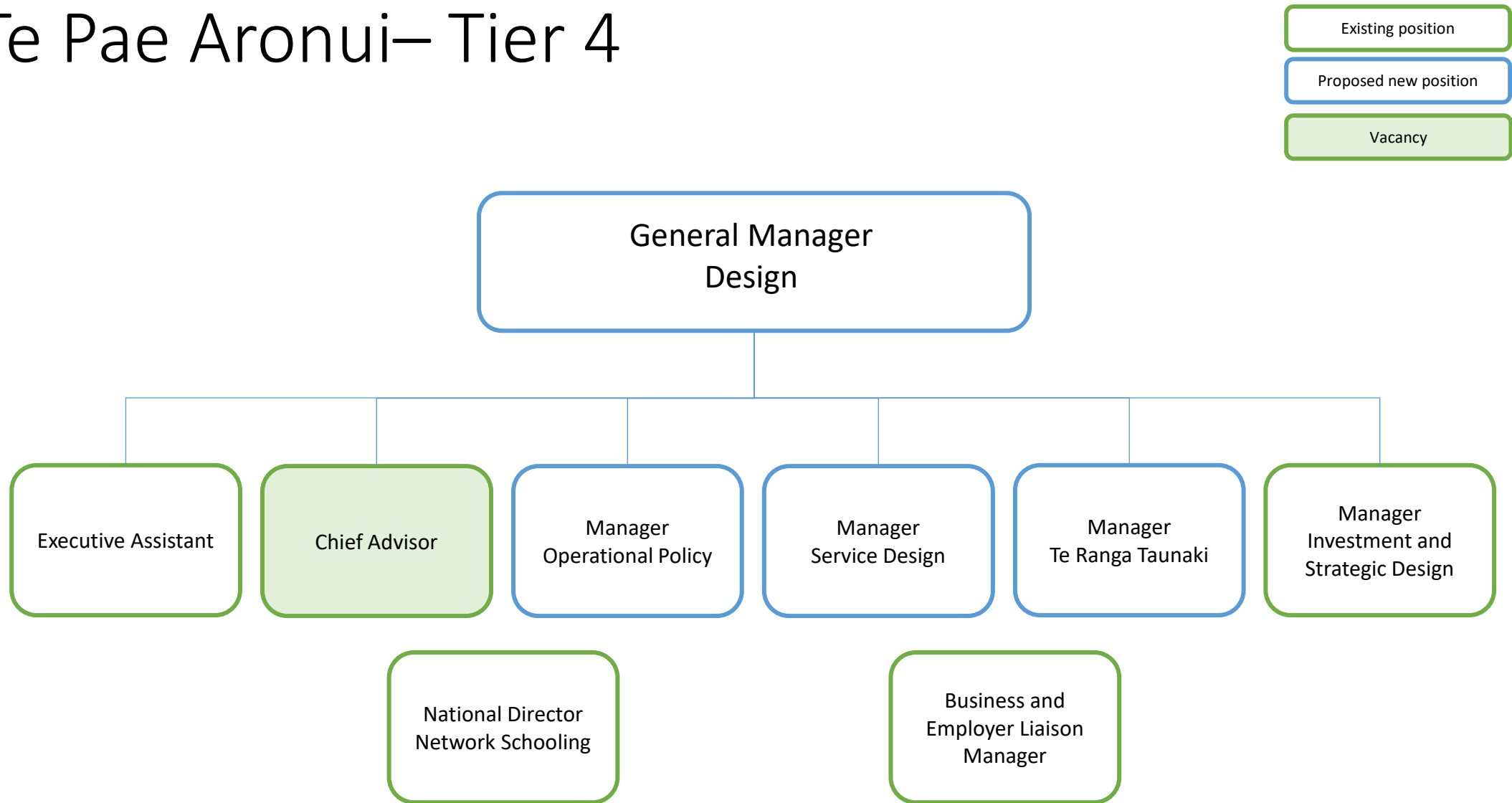
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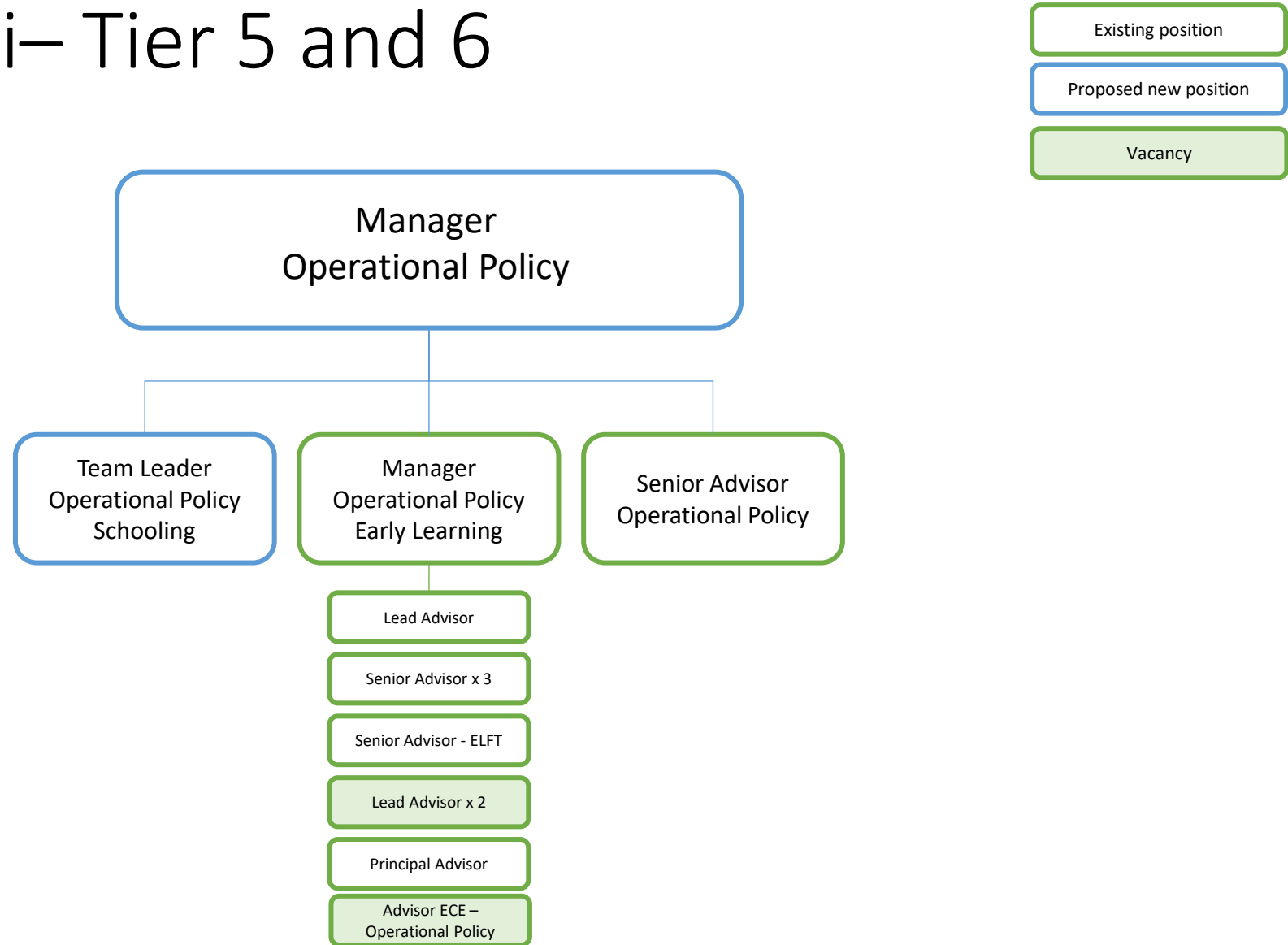
Te Pae Aronui – Tier 5



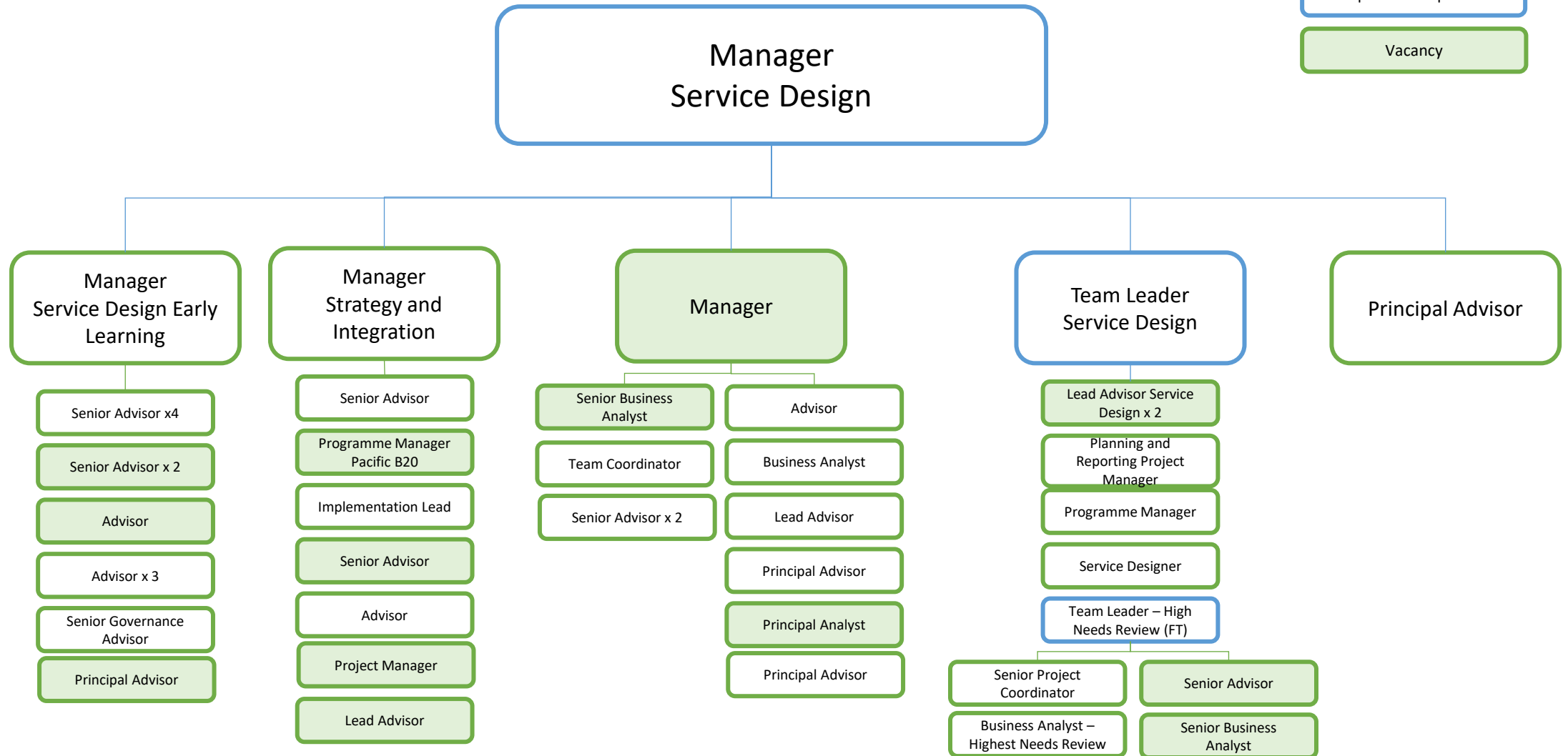
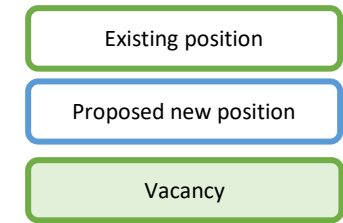
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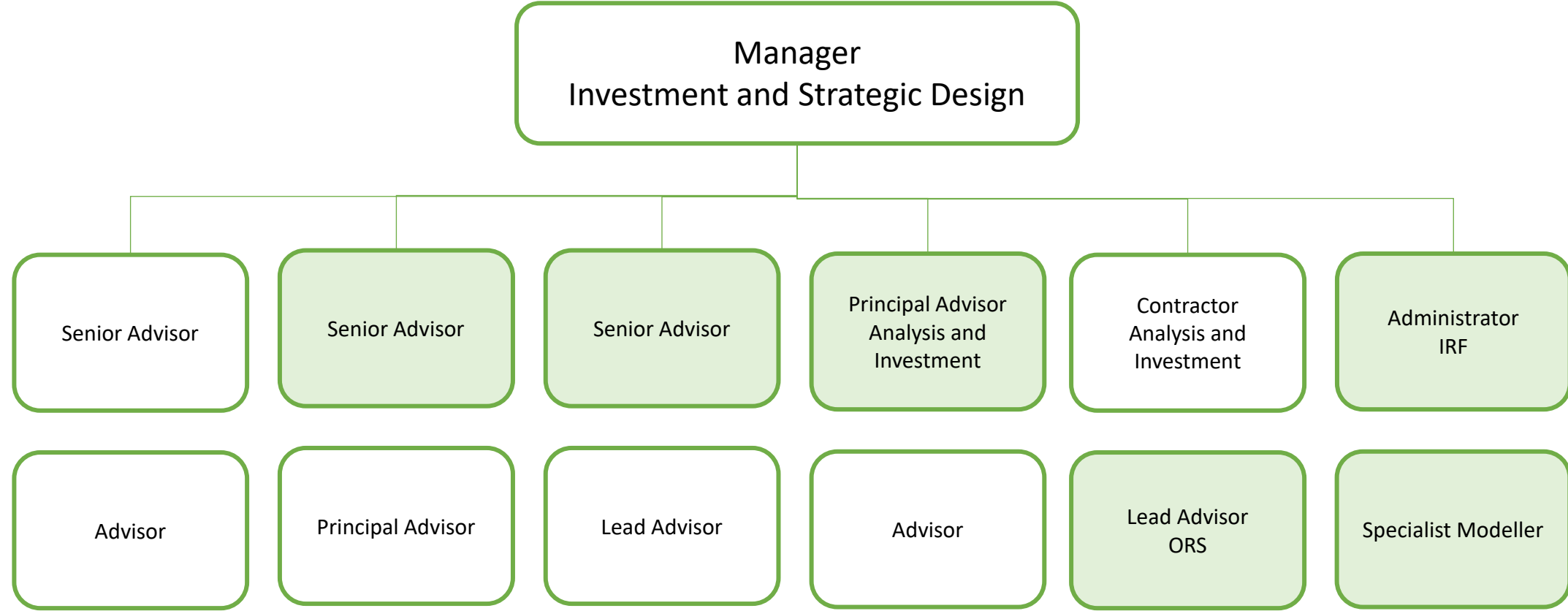
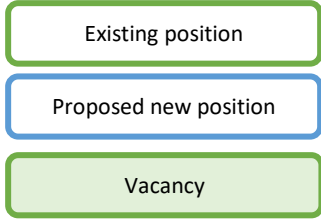
Te Pae Aronui– Tier 5 and 6



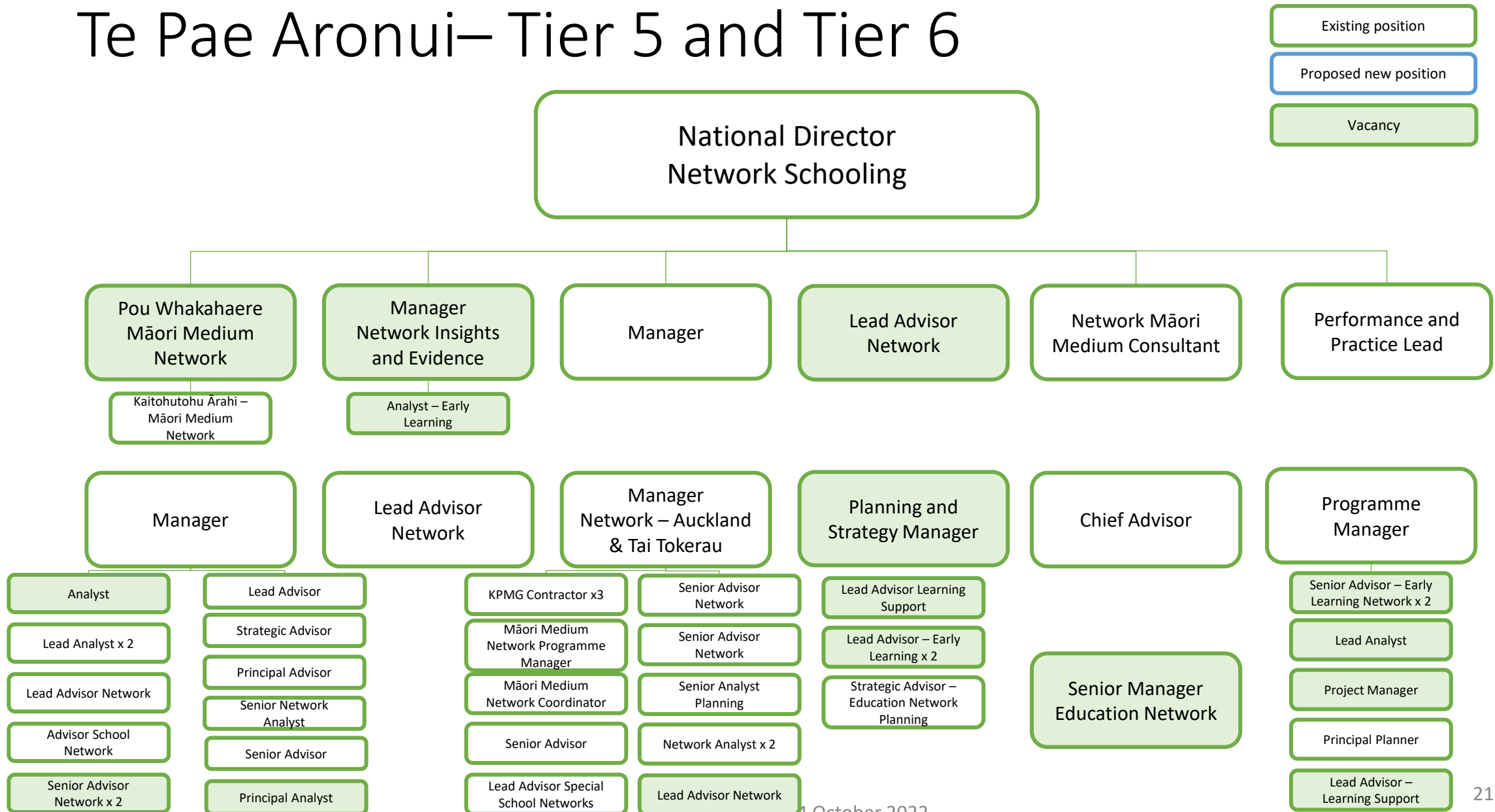
Te Pae Aronui– Tier 5 and Tier 6



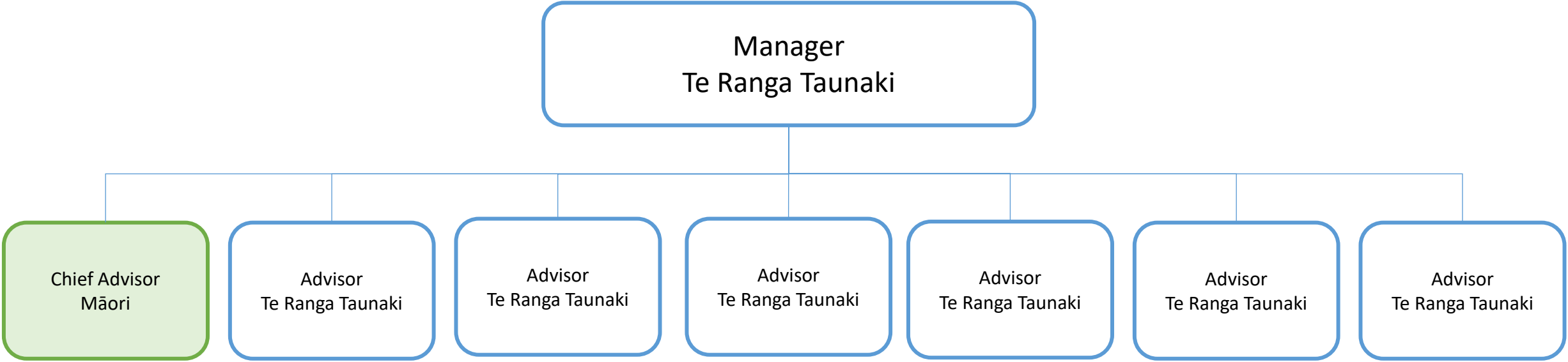
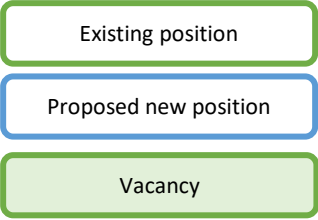
Te Pae Aronui– Tier 5



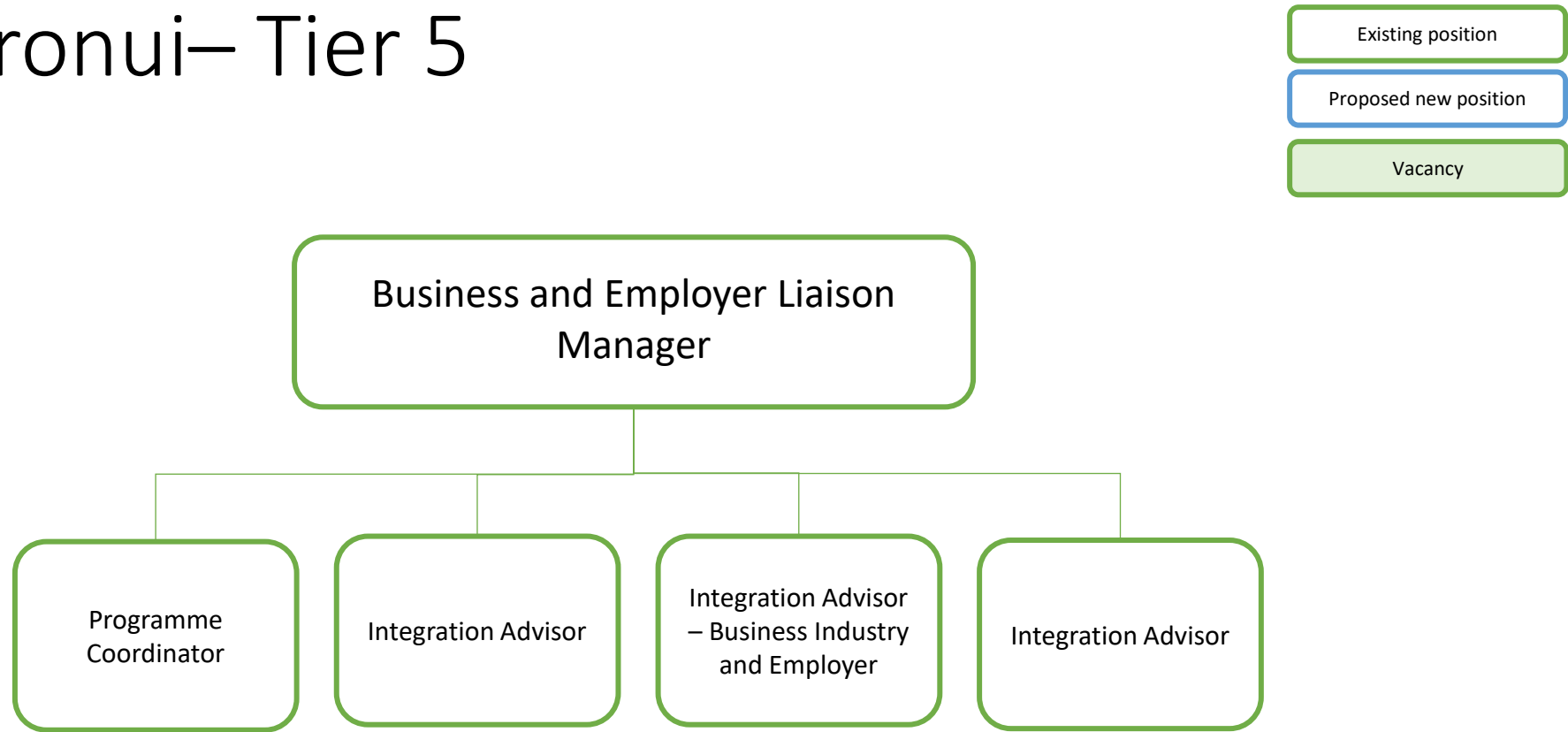
Te Pae Aronui– Tier 5 and Tier 6



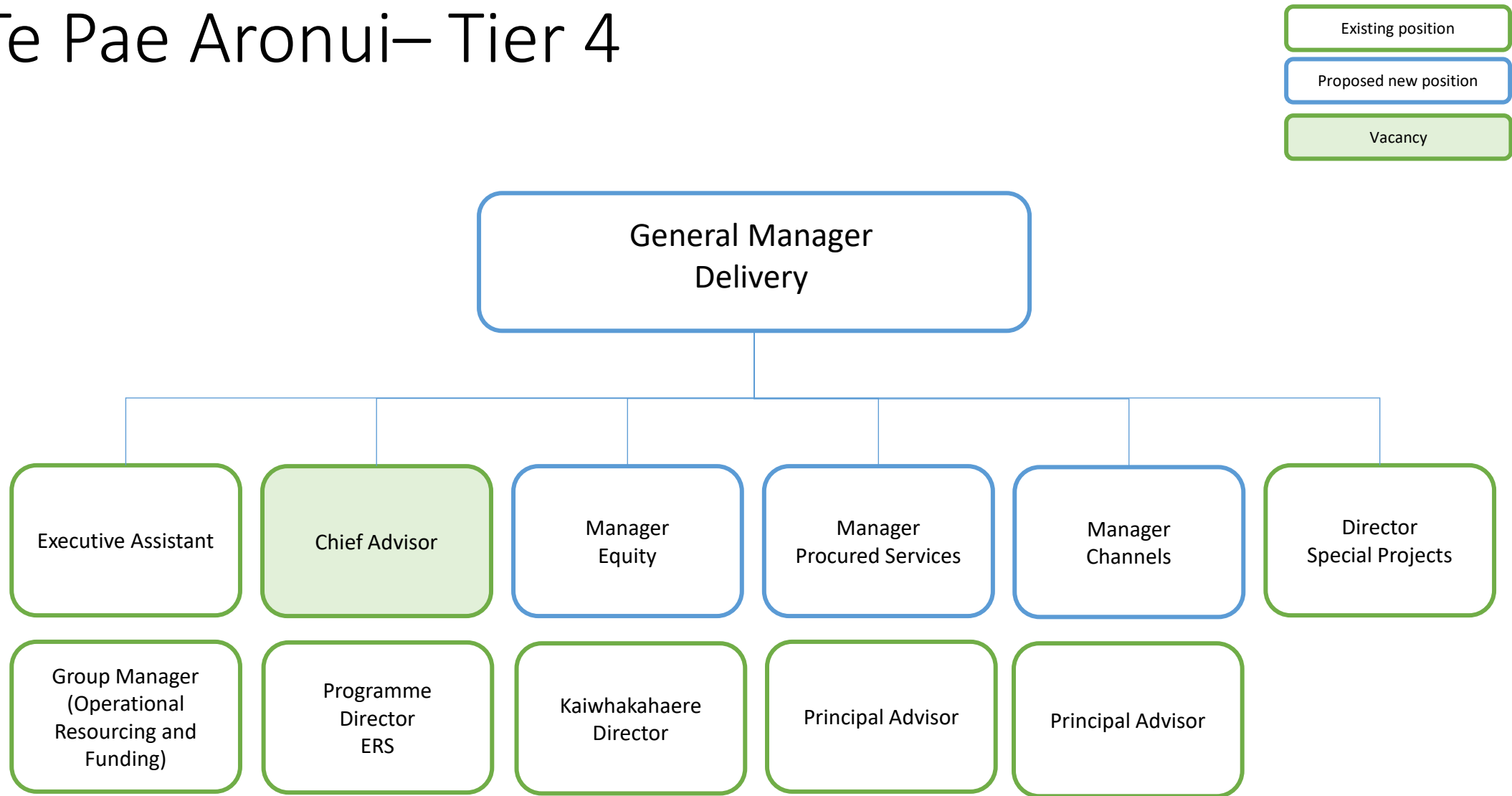
Te Pae Aronui– Tier 5



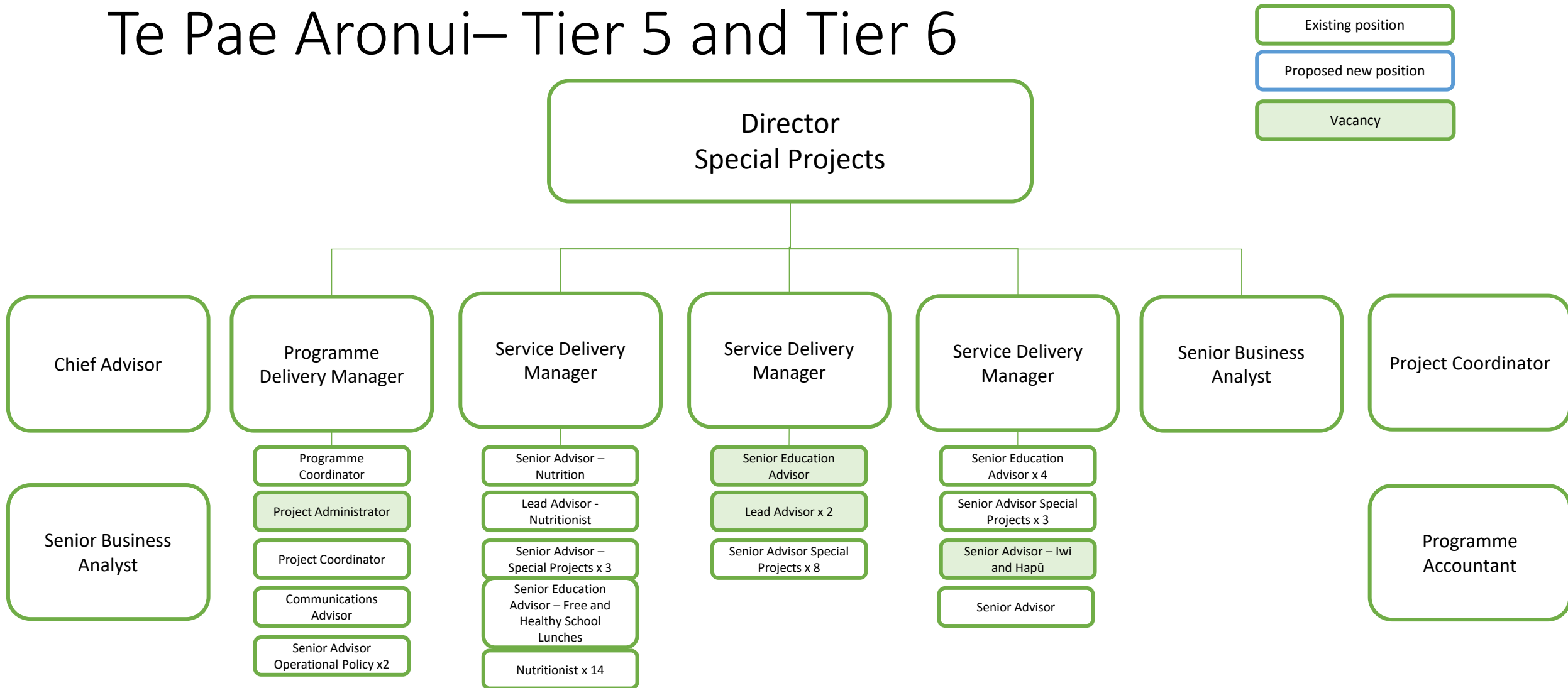
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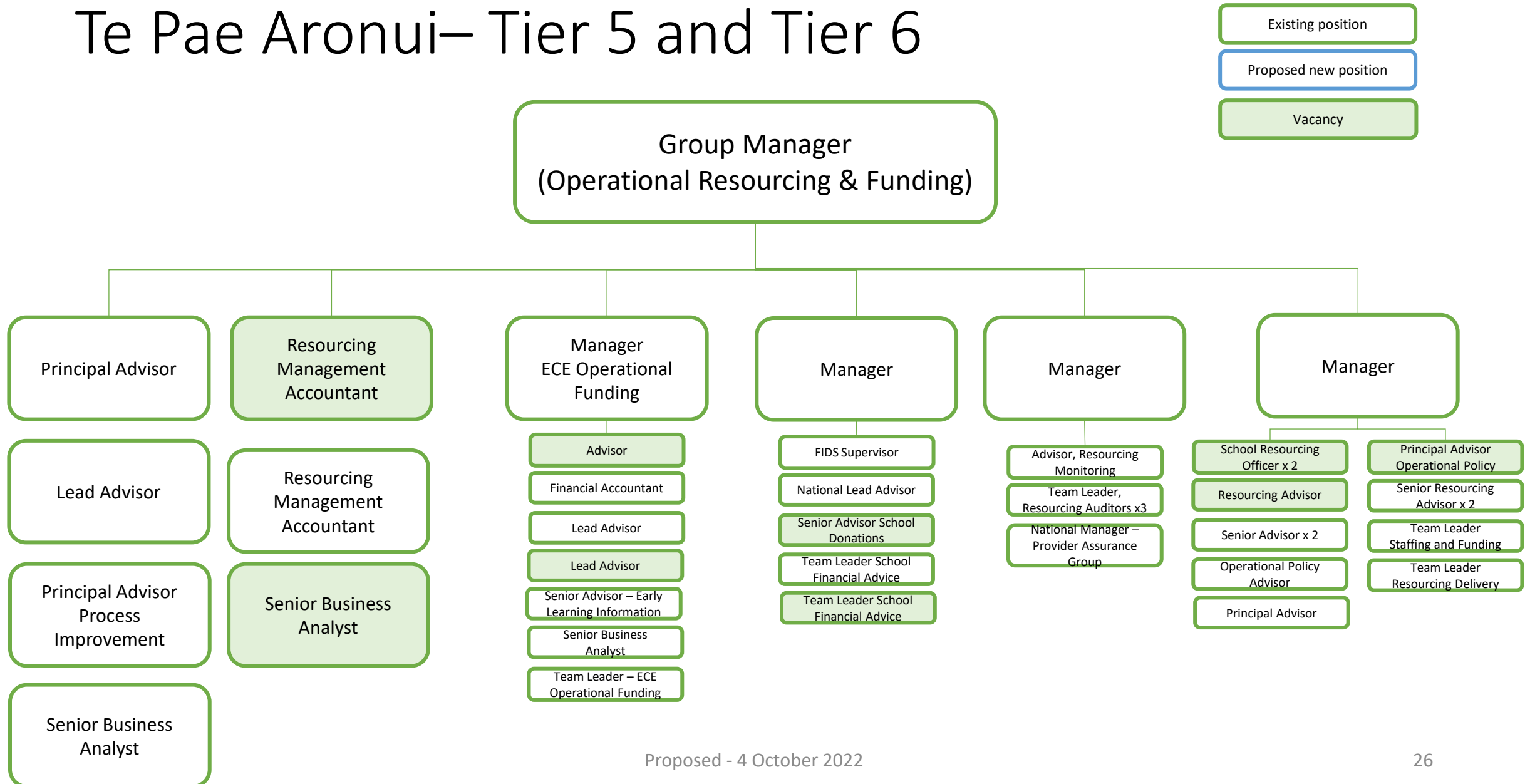
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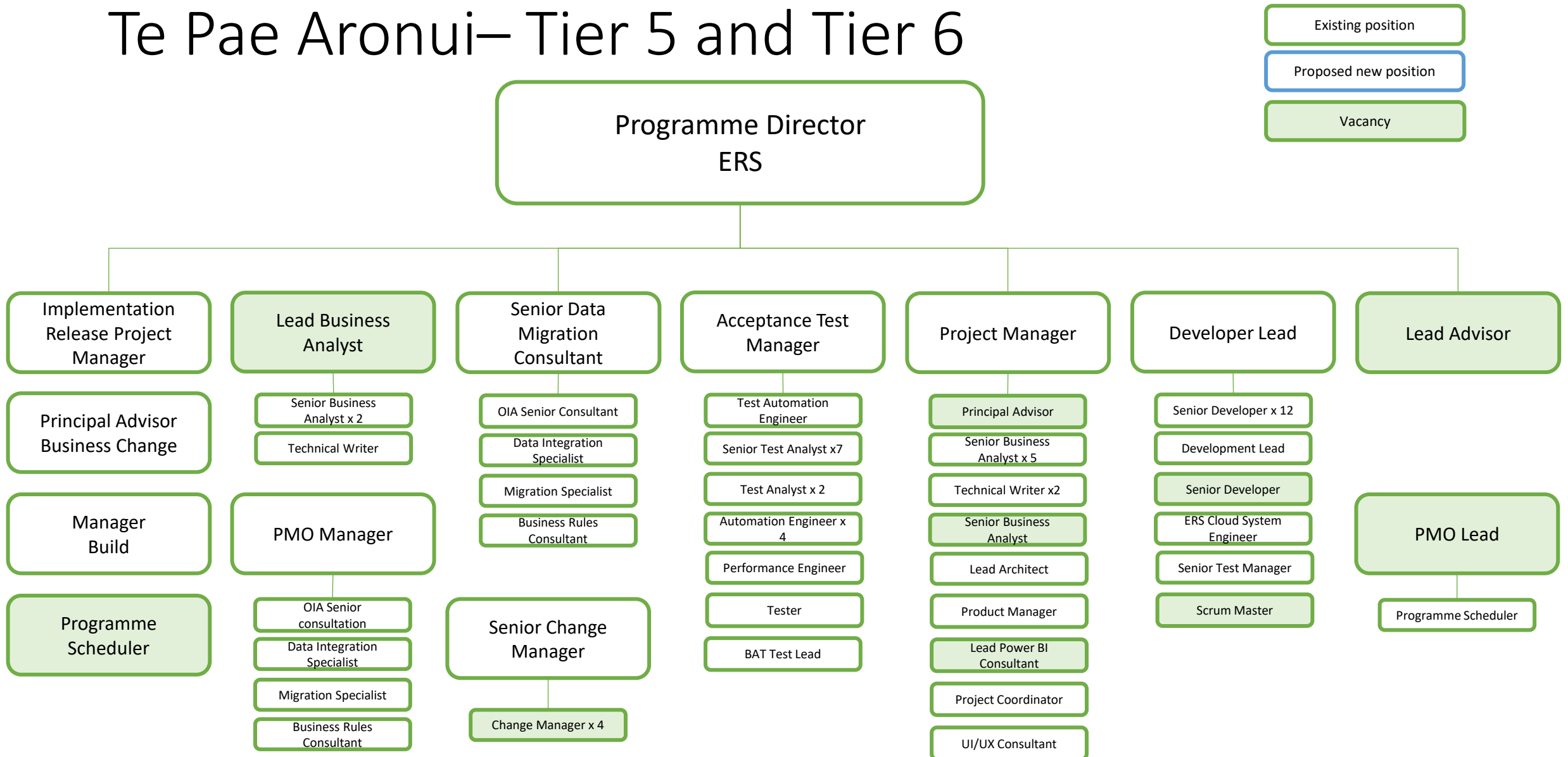
Te Pae Aronui– Tier 5 and Tier 6



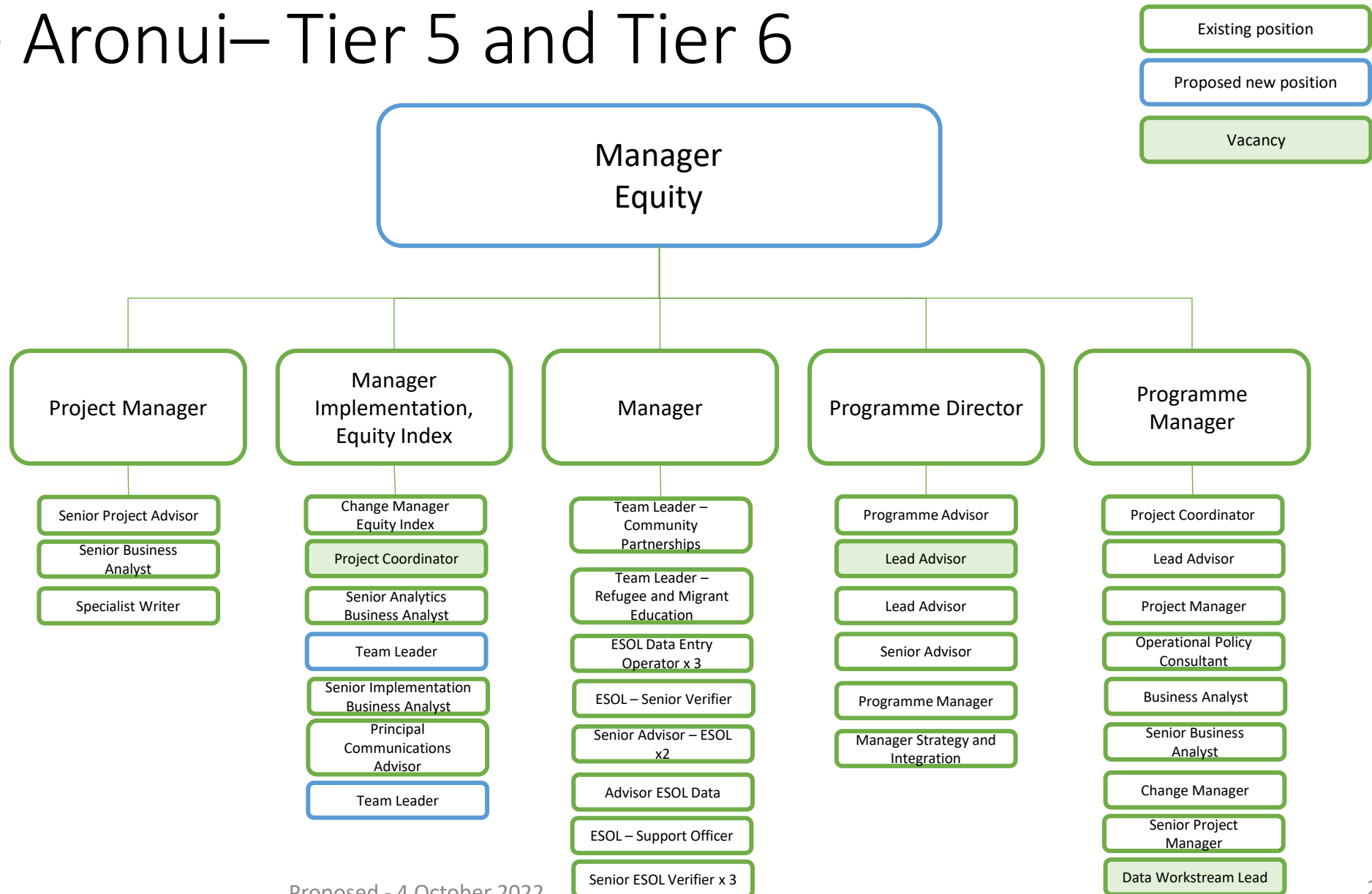
Te Pae Aronui– Tier 5 and Tier 6



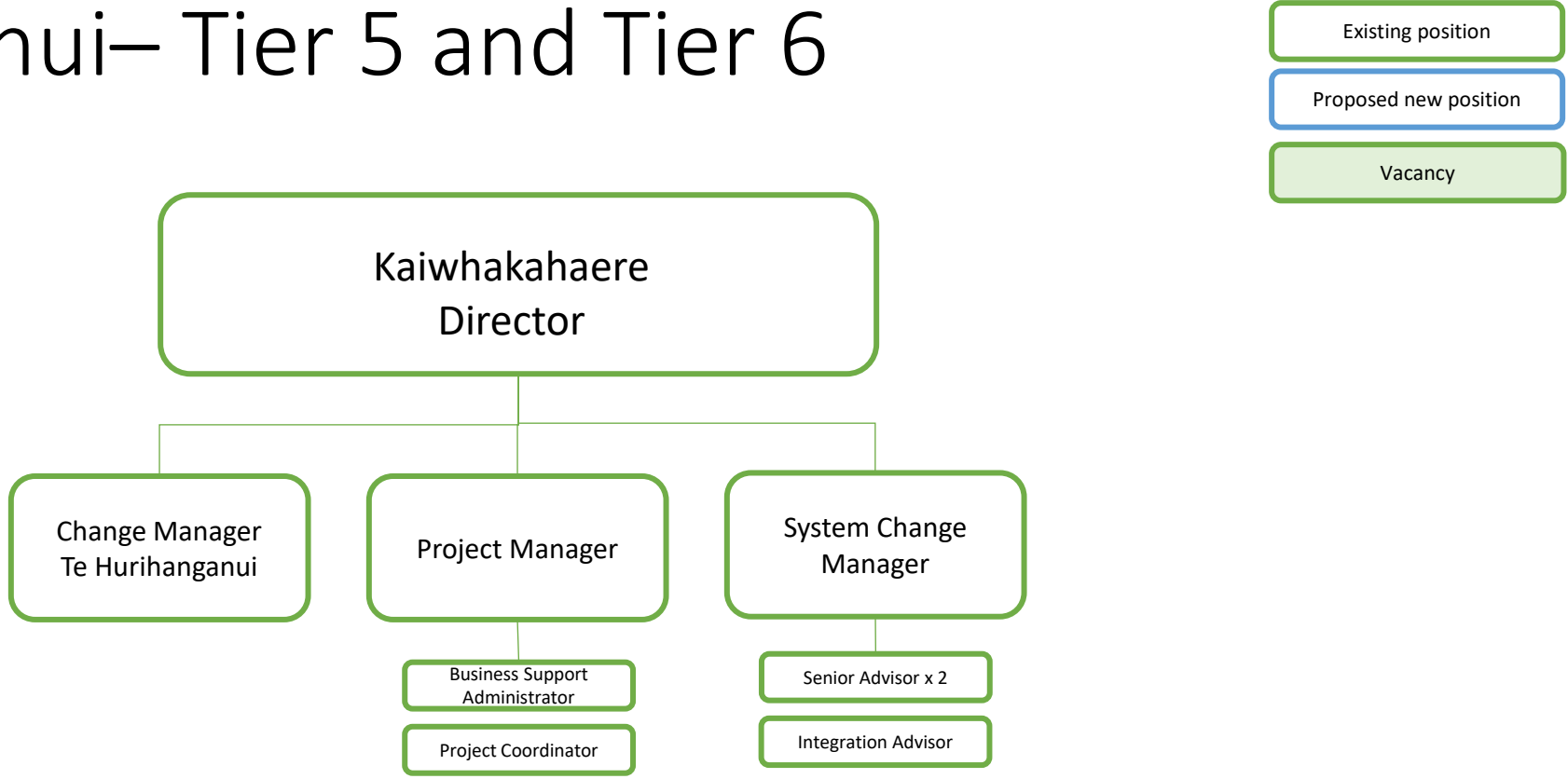
Te Pae Aronui– Tier 5 and Tier 6



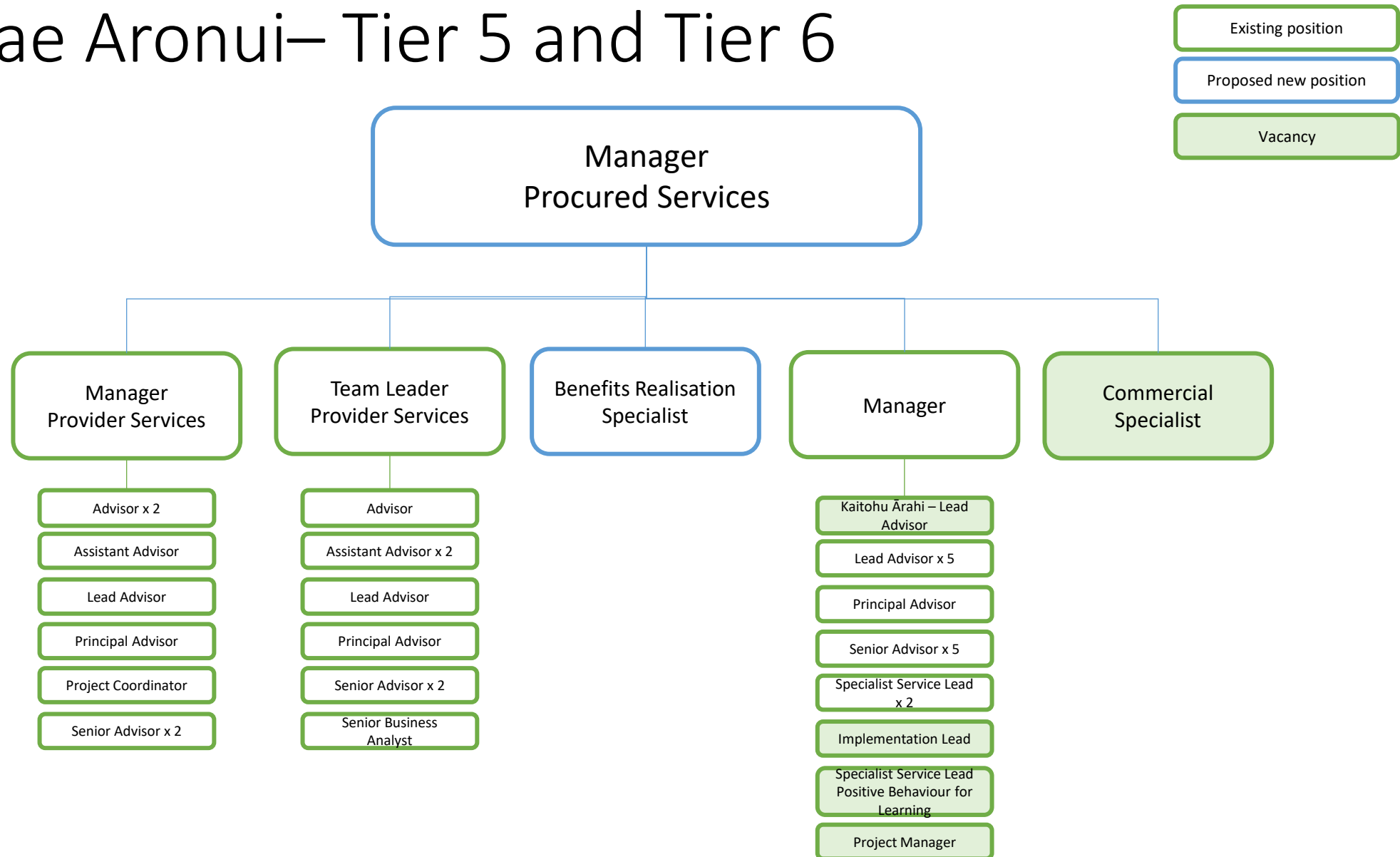
Te Pae Aronui– Tier 5 and Tier 6



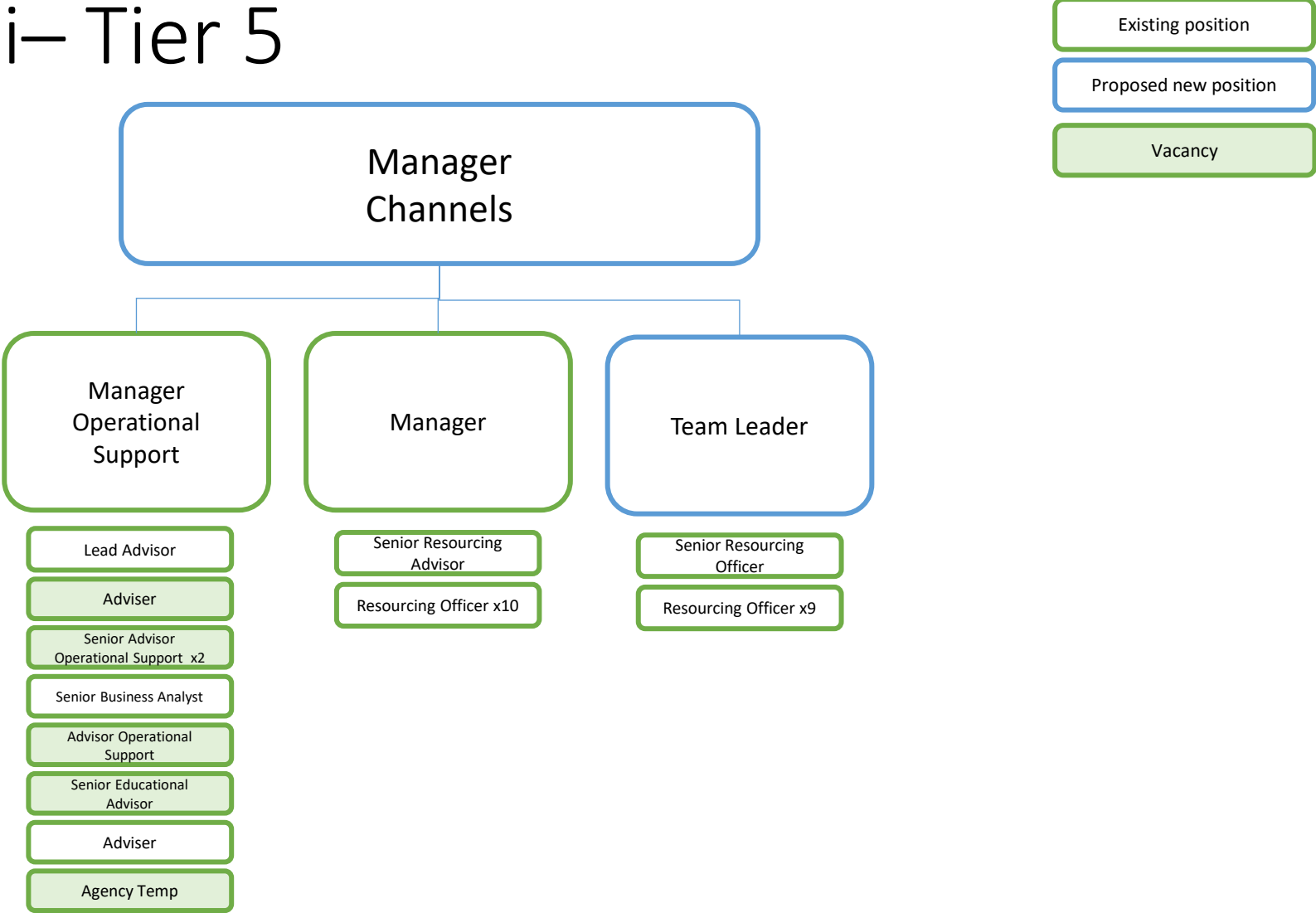
Te Pae Aronui– Tier 5 and Tier 6



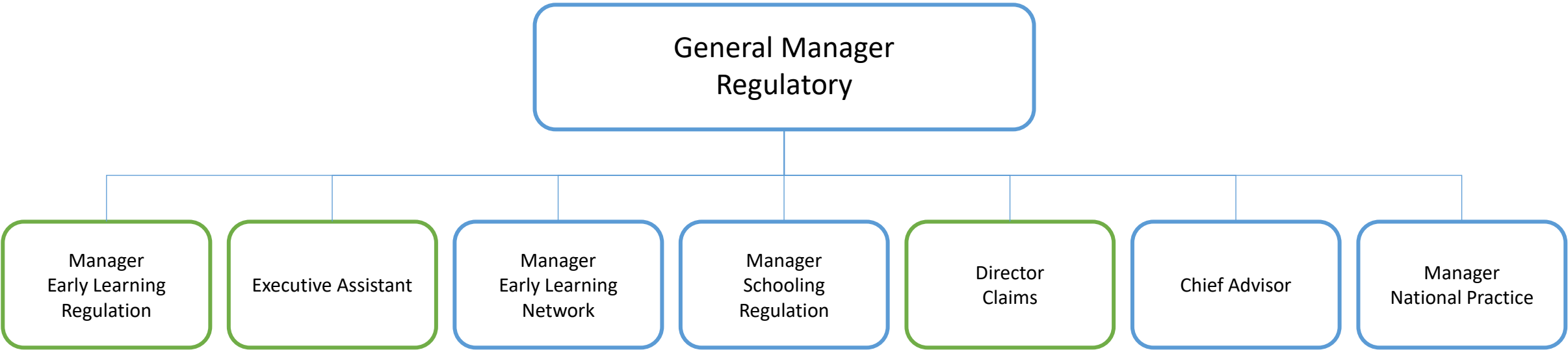
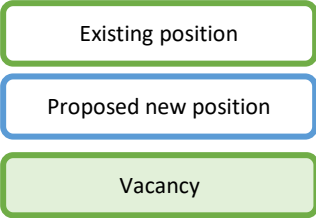
Te Pae Aronui– Tier 5 and Tier 6



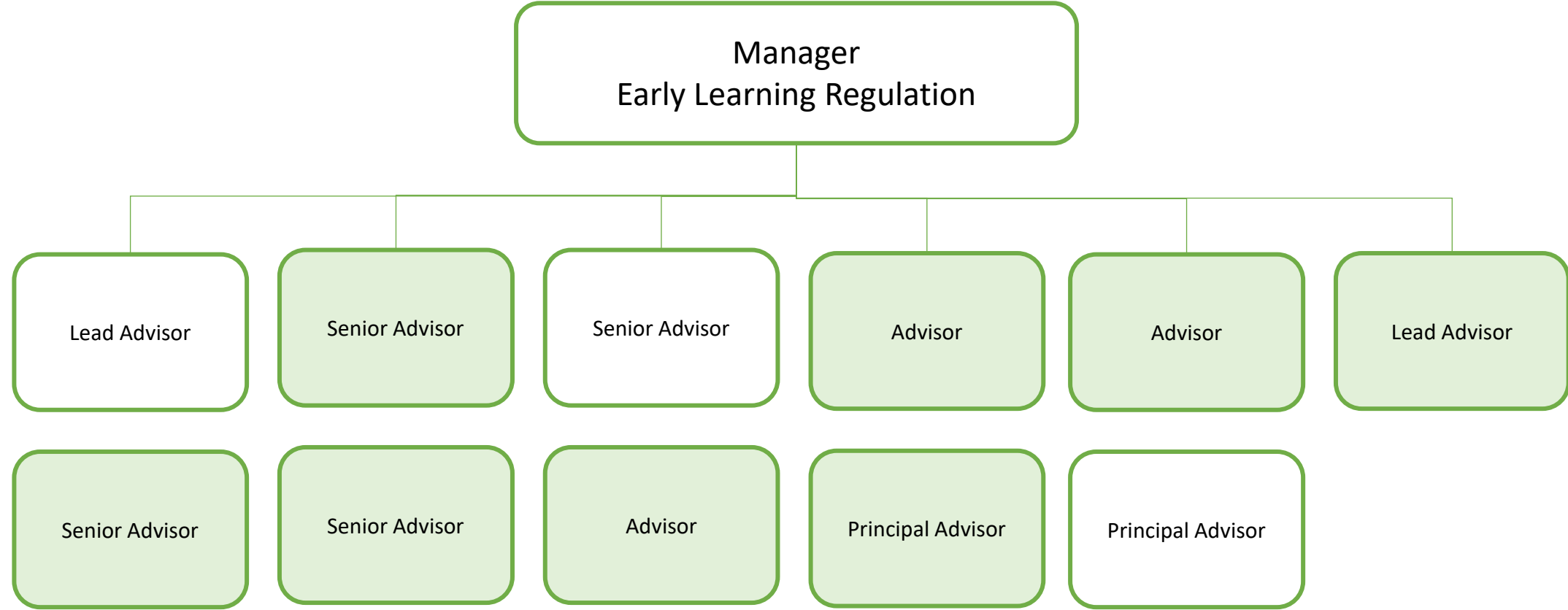
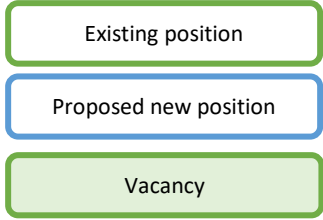
Te Pae Aronui– Tier 5



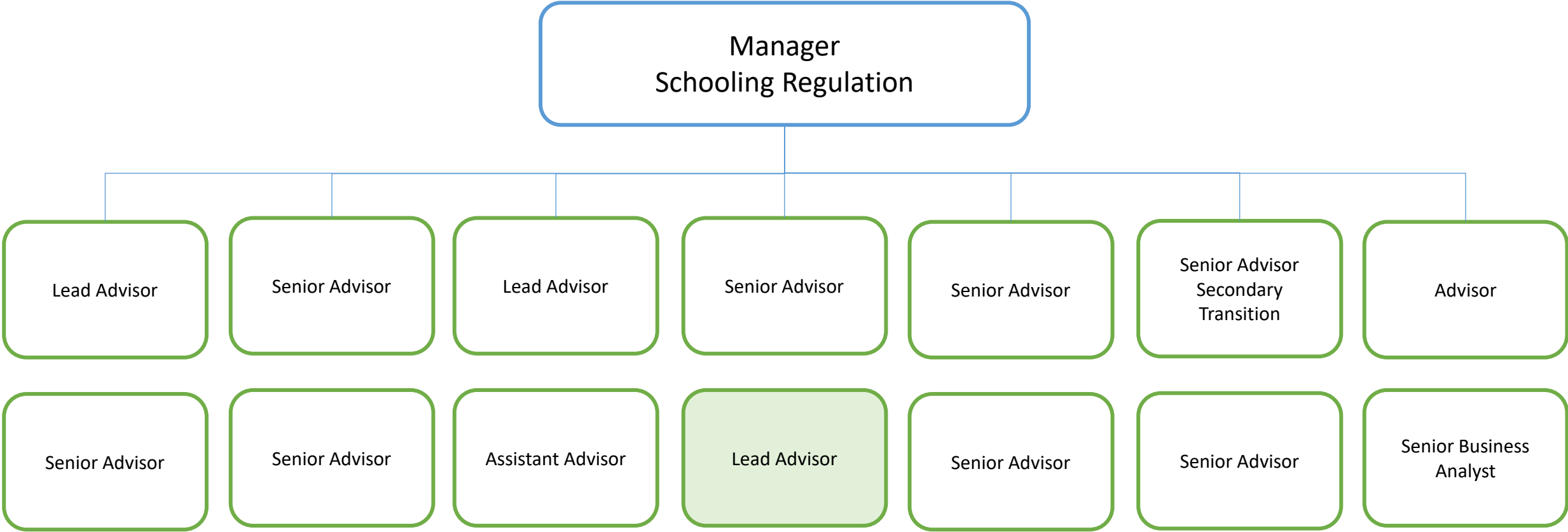
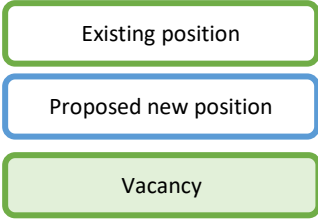
Te Pae Aronui– Tier 4



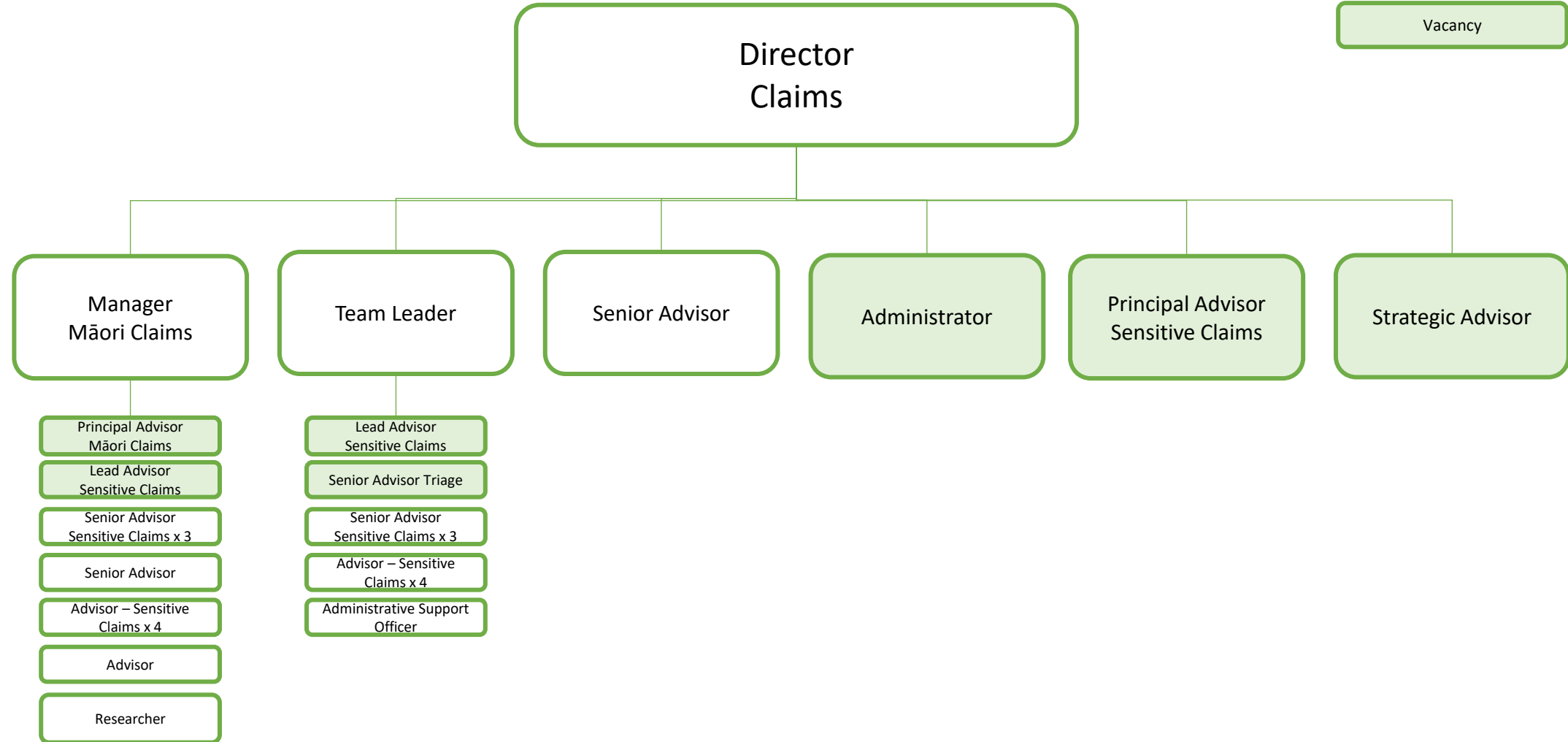
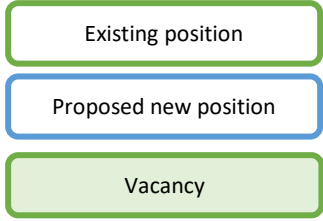
Te Pae Aronui– Tier 5



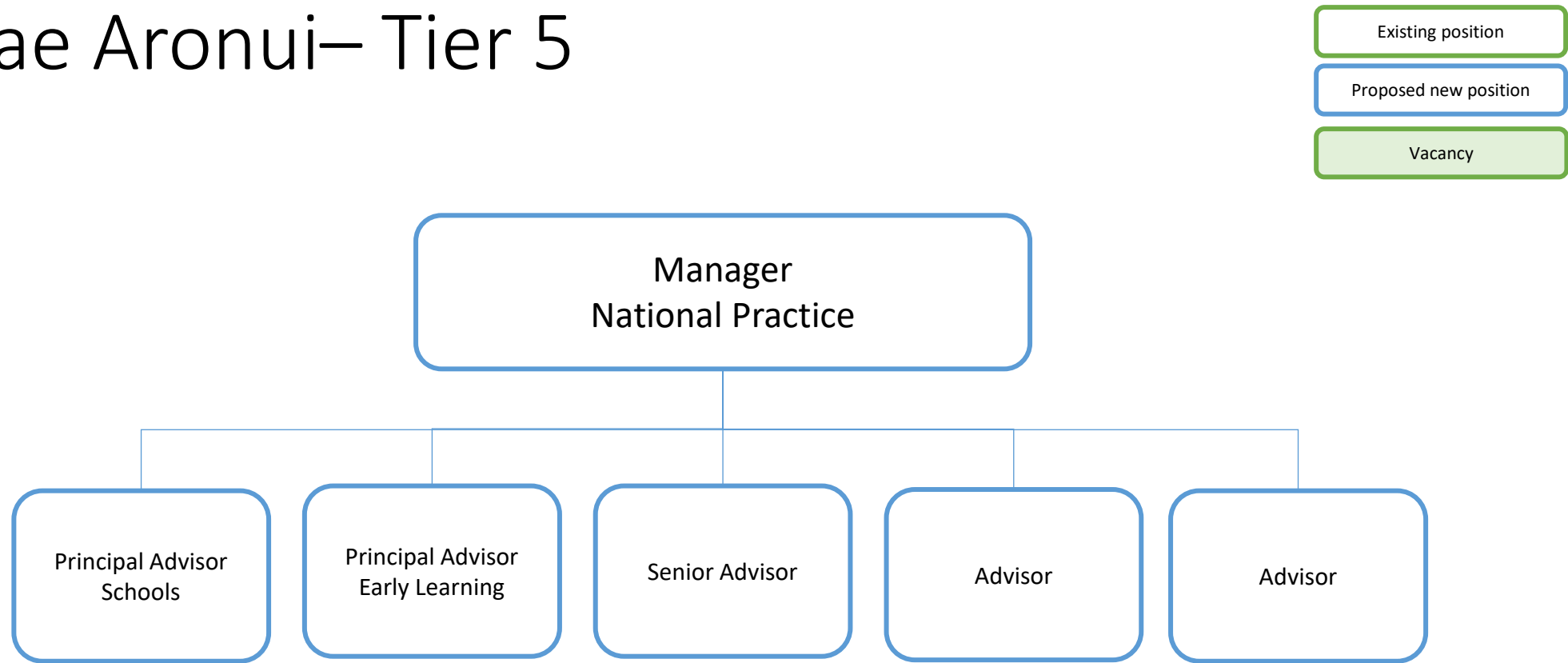
Te Pae Aronui– Tier 5 and 6



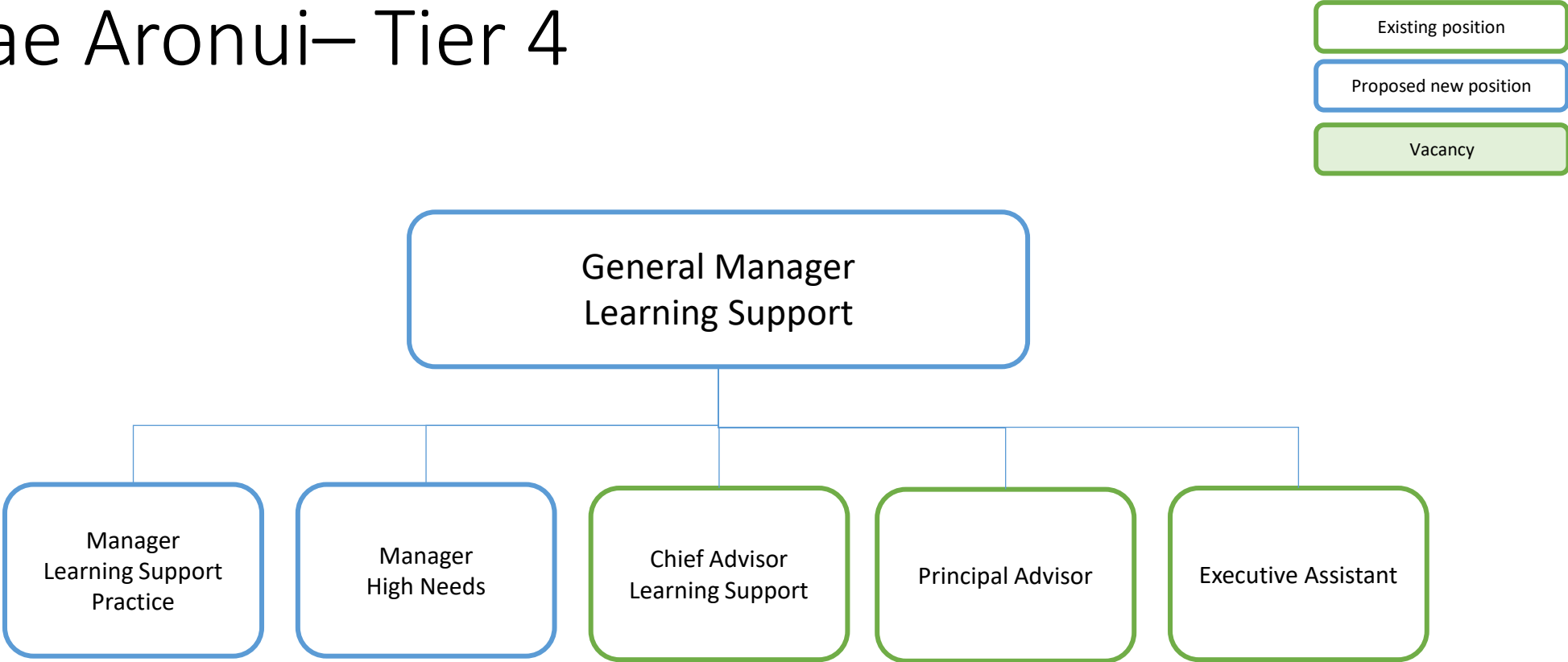
Te Pae Aronui– Tier 5 and Tier 6



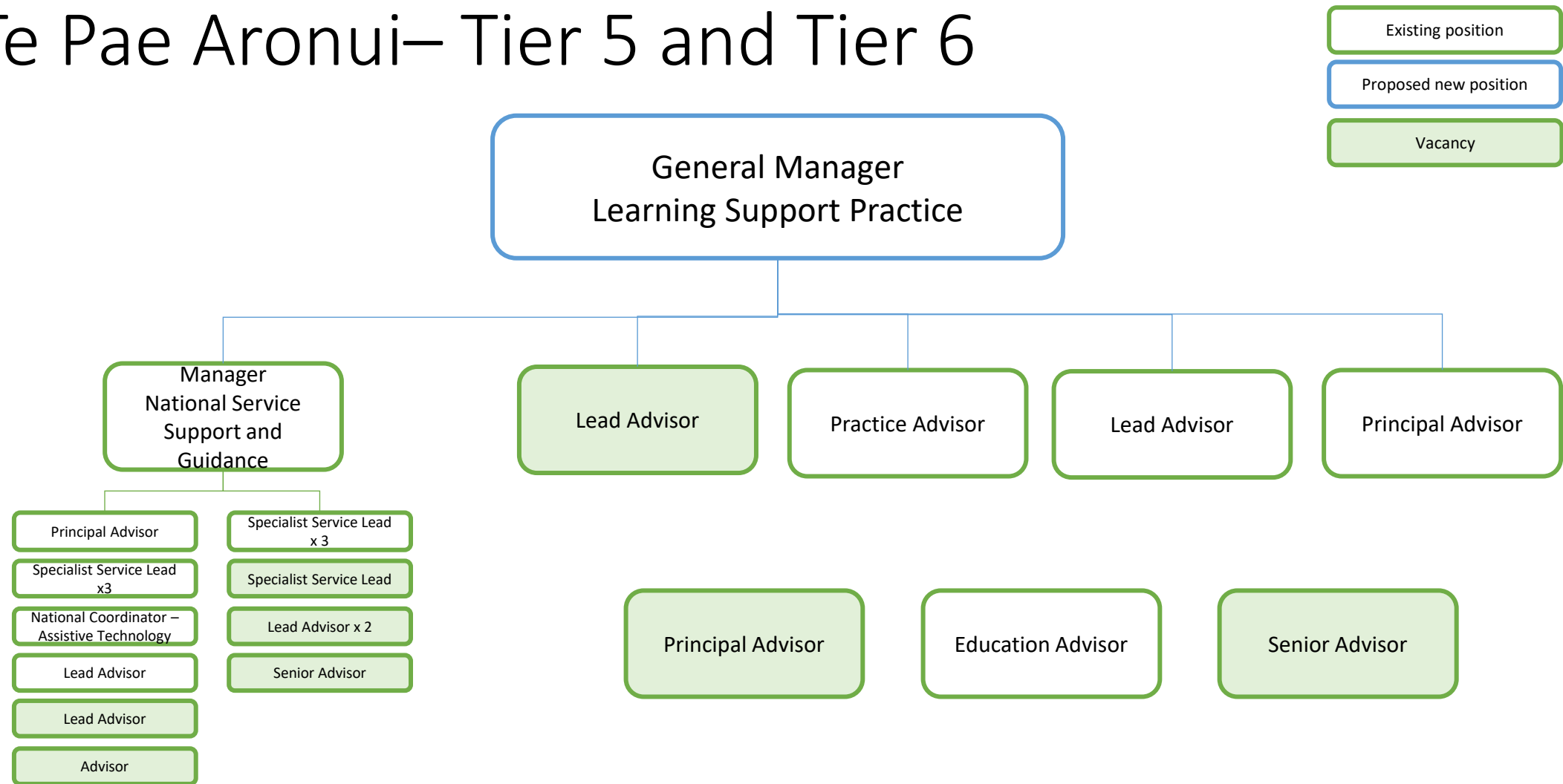
Te Pae Aronui– Tier 5



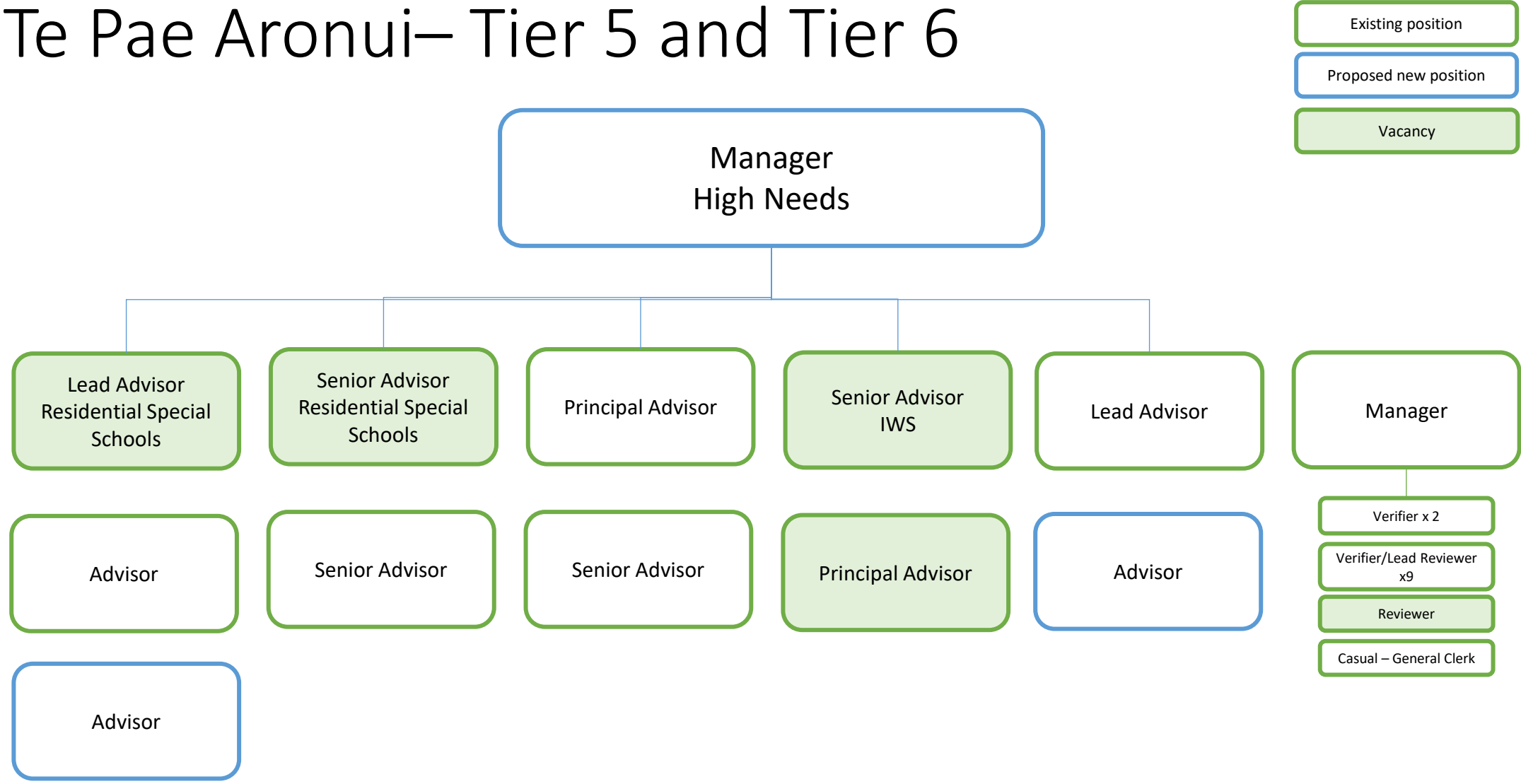
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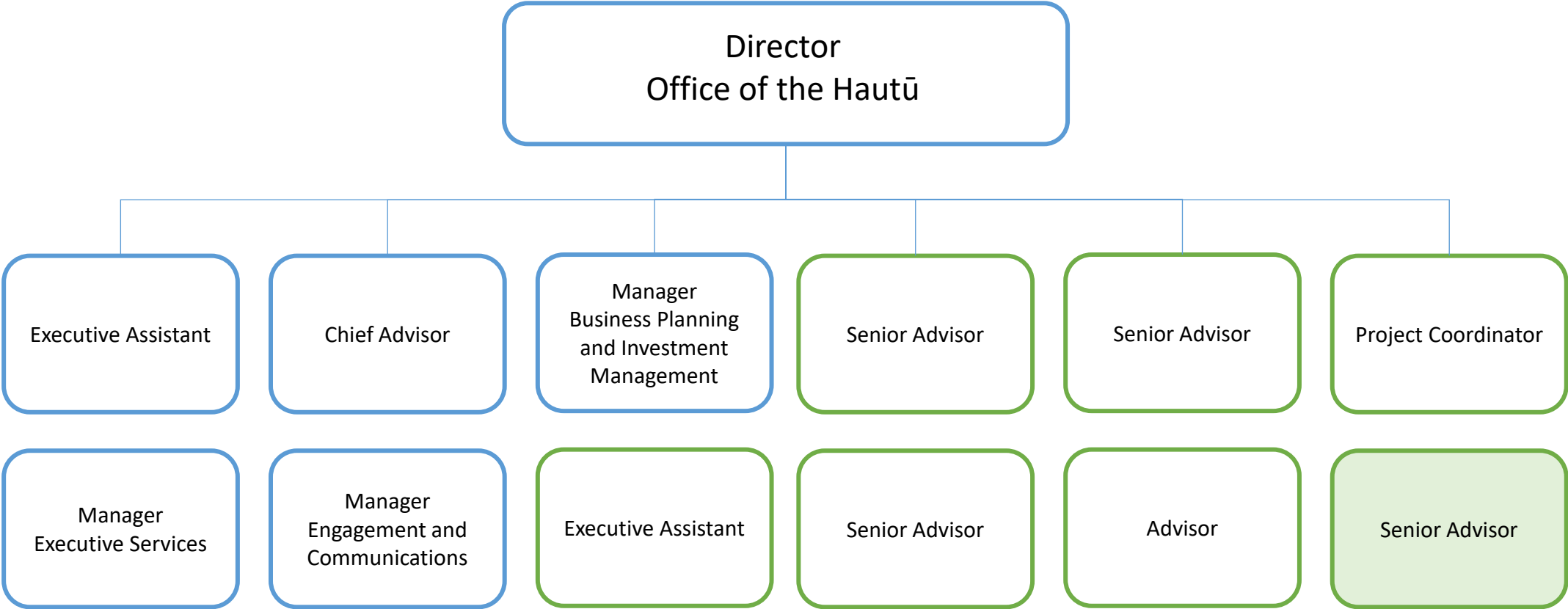
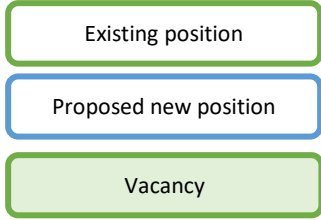
Te Pae Aronui– Tier 5 and Tier 6



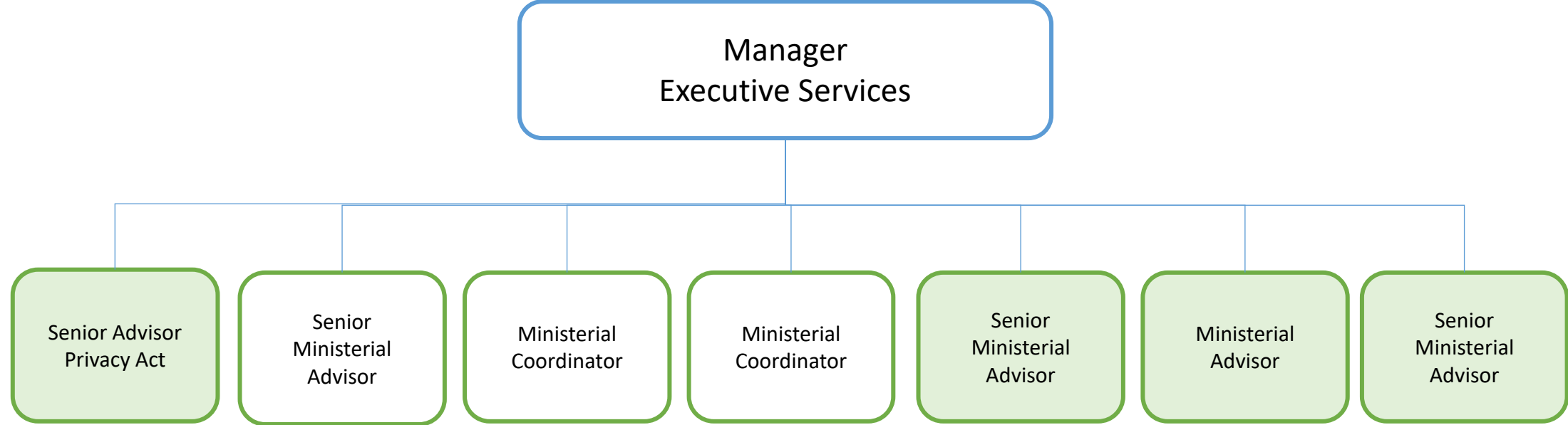
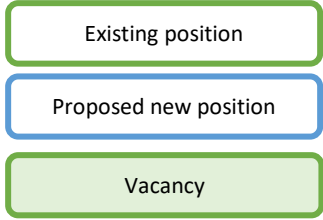
Te Pae Aronui– Tier 5 and Tier 6



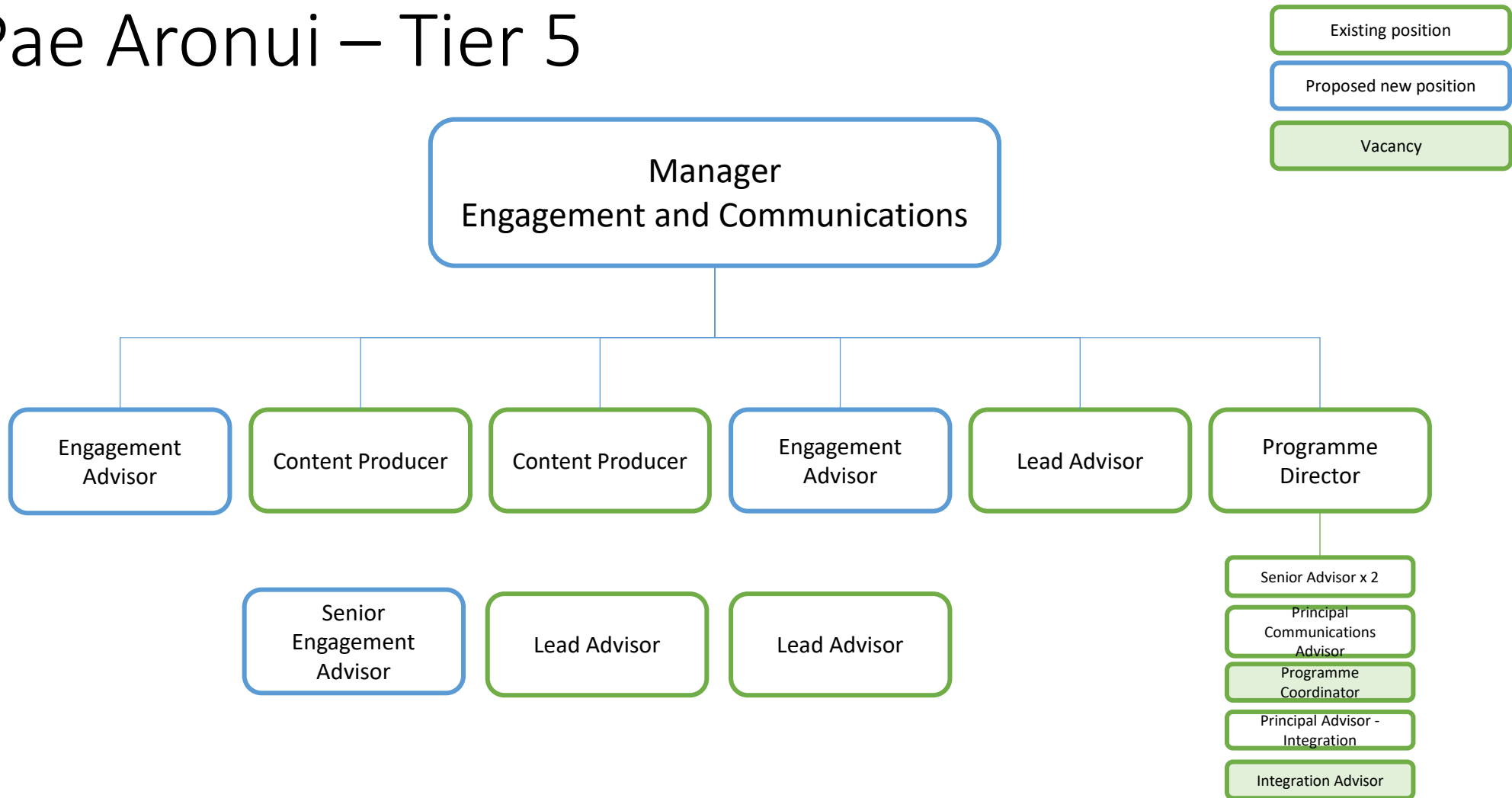
Te Pae Aronui– Tier 4



Te Pae Aronui – Tier 5



Te Pae Aronui – Tier 5



Te Pae Aronui – Tier 5

