



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

Ngā Whakataunga o Te Pou Rangatōpū | Te Pou Rangatōpū Decisions

November 2022

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He kupu nā te Hautū | Message from the Hautū

Kia ora koutou e ngā ringa raupā o Te Pou Rangatōpū,

Tēnā koutou i ā koutou kōrero whakahoki mō te anga mahi kua tāpaetia. Kua āta whakaarohia tā koutou i whāngai mai ai, ā, e mānawatia ana. Ngā mihi i ēnei.

Mēnā i whakapono ētahi ka whakatutuki ngā tāpaetanga i ō tātou whāinga, i tautokona. Mēnā kāore i whakapono, i tuku mai i ngā take i pērā ai ō rātou whakaaro me ētahi urupare i āta whakaarohia, waihoki, ētahi kāinga rua. Ngā mihi i te wā me te aronga i whakapaua e koutou ki tēnei kaupapa, i tō pono me tō whakapono.

He rōpū kaha, he rōpū āhei a Te Pou Rangatōpū. Ka mahi tahi tātou, ka tautoko tētahi i tētahi ki te whakatutuki i tā tātou kaupapa. Heoi anō, e māraakerake ana te kite atu me pakari ake tō tātou whare ki te whai urupare mō ngā hiahia me ngā wawata o ā tātou kiritaki. E pērā ai, kei te whakatika tātou i a tātou anō kia whanake, kia tōnui, kia whai hua ai hoki tātou ko ā tātou kiritaki.

Ko taku moemoeā, hei āpiti ki te whakarite i ētahi ara wātea e pai ai tō ako i ētahi pūkenga hou me te hiki i ētahi wero hou, ko te whakahaere i ngā mahi o ia rā kia whai hua, e āhei ai koe te mahi i runga i te ngākau hihiko me te whāngai atu hoki i ō pūkenga. Ka noho te mānawatanga o aua pūkenga me te whakamanatanga o ētahi anō kaiwhakatau ki te iho o te whakatutukitanga o tēnei wawata.

E toru ngā papanga o tō tātou tauira: Integration Services, Specialists, me te Tari o te Hautū. Kua hangaia ērā e taea ai ngā huringa e whā ka noho nei hei tūāpapa ki ngā tūāoma o te Manatū. I aro te nuinga o ngā kōrero whakahoki ki ngā wāhanga motuhake o ngā panonitanga i tāpaetia, ā, i whāiti ngā kōrero mō te hanganga mahi whānui.

Mō te nuinga, ehara i te mea ko ngā mahi ka panonitia, engari kē ko te āhua o tā tātou mahi tahi ki roto, ki waho anō hoki i tō tātou wāhimahi. Kua taea ināianei te mahi tahi ki te whakairo, ki te mānawa hoki i ngā ara mahi hou i a tātou ka whakawhiti ki te anga mahi hou. Ka paku raweketia pea tā ngā tīma whakauru i ngā mahi i roto i ngā marama e tū mai nei i a tātou ka ako, ka urutau hoki puta noa i Te Tāhuhu. Ka āta aroturukihia tēnei, ā, ko ngā aronga matua kua puta nei i ā koutou kōrero whakahoki.

He wā ōna e whakaatu ana aku whakatau i ngā kōrero whakahoki me ngā kāinga rua i tāpaetia, ā, he wā anō kua whakaarohia, heoi anō, kua ū tonu ki te hanganga i tāpaetia. Kua whakamahukitia ki tēnei puka taku whakautu ki ngā kōrero whakahoki me aku whakatau i whai ake.

E whakaatu ana ngā whakatau i taku whakapono mā ēnei panonitanga e taea ai e tātou te tuku i ngā ratonga tūhono, mahi tahi anō hoki; te whakamahi pai i ō tātou pūkenga; me te tautoko i tēnā, i tēnā, kia angitu ai.

Me haere tonu tātau i tēnei ao hurihuri.

Nā tō Hautū,
Zoe Griffiths, Hautū, Te Pou Rangatōpū

Kia ora koutou ngā ringa raupa o Te Pou Rangatōpū,

Thank you for your feedback on the proposed operating model. Your contributions have been carefully considered and truly appreciated. Ngā mihi mō enei.

Where people thought the proposals can achieve our goals, they have supported them. Where they did not believe this to be the case, they submitted their rationale and well-thought-out solutions and alternatives. Ngā mihi for the time and attention you have given to this, and your candour and trust.

Te Pou Rangatōpū is a strong and capable group. We work together and support one another to achieve our kaupapa. However, it is clear our organisation needs to become better at responding to our customers' needs and aspirations. To do that, we are organising ourselves so that we can grow and thrive and work in a way that better serves both our customers and our own team.

My vision is that as well as providing opportunities for you to learn new skills and take on new challenges, our day-to-day operational mahi is handled effectively so you have time to work proactively and contribute your expertise. Valuing that expertise and empowering more decision-makers is central to achieving this aspiration.

Our model consists of three layers: Integration Services, Specialists, and the Office of the Hautū, is designed to enable the four shifts that are the foundation for the Ministry's change journey. The majority of feedback focused on specific areas of proposed change, while commentary on the operating model structure as a whole was limited.

For most people, it's not the work that will change, but how we work together inside and outside our organisation. We can now begin to work together to shape and embrace new ways of working as we transition to the new operating model. There may be adjustments to how teams integrate the mahi over the coming months as we learn and adapt across Te Tāhuhu. This will be closely monitored, with key areas of focus informed by your feedback.

In some instances, my decision reflects the feedback and alternatives suggested, while in others it has been considered but the proposed structure is maintained. My response to this feedback and my subsequent decisions are explained in this document.

The decisions reflect my belief that these changes will enable us to deliver connected, collaborative services; maximising the value of our expertise; and supporting each of us to do our best.

Me haere tonu matau i runga i tenei ao hurihuri

Na tou tatau Hautū

Zoe Griffiths

Hautū, Te Pou Rangatōpū

Te Tirohanga Whānui o Te Pou Rangatōpū | Te Pou Rangatōpū Overview

Why we are changing

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

I talked to our people, customers and stakeholders and asked about their challenges and needs. As a result of what I heard and in thinking about how we can best support the four key shifts, I developed an operating model and proposed structure that focuses on:

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

As outlined in Part A decisions, the name of Te Puna Rangatōpū group will change to Te Pou Rangatōpū and Te Ohu Poutoko will change to Te Pou Tokomanawa - we have used these new names in this document.

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

High-level feedback themes for Te Pou Rangatōpū

The table below outlines key themes of feedback submitted on the proposal and an overview of the respective decisions.

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

No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
1	Team name changes	For some teams, feedback suggested different functional names to better emphasise what the function does.	<p>Confirmed changes to team names are:</p> <ul style="list-style-type: none"> i. 'Sustainability, People and Place' will be named 'People, Sustainability and Place' ii. 'People Advisory/Employee Services' will be named 'Employee Services'. iii. 'Governance, Planning and Performance' will be named 'Strategy and Performance' iv. 'Strategic Planning and Performance' will be named 'Strategy and Governance' v. 'Governance and Risk' will be named 'Performance and Risk'. vi. 'ePMO' will be named 'EPMO' vii. 'Programme Management Support Office' will be named 'Portfolio Management Support Office' viii. 'Public Affairs' will be named 'Communications, Engagement and Ministerials' ix. 'Strategic Communications' will be named 'Engagement and External Communications' x. 'Internal Communications & Engagement' will be named 'Organisational Communications' xi. 'Commercial and Policy' will be named 'Public Law' <p>Some role titles have also been updated to better reflect the responsibilities of each role. These changes are detailed in the relevant sections of this document.</p>

2	Centralise capability across Te Pou Rangatōpū and Te Pou Hanganga, Matihiko	Feedback was mixed with some suggesting that as well as consolidating the Finance and Training Services capability, we could further reduce duplication by consolidating Procurement, Legal and ICT service desk across Te Pou Rangatōpū and Te Pou Hanganga, Matihiko.	<p>We have taken all views into account and held several sessions with the Te Pou Hanganga, Matihiko design team to jointly review the feedback received. We received feedback from people within our two business groups and our internal customers across the organisation. What we've learned is:</p> <ul style="list-style-type: none"> • The appetite for change is greater than we predicted in our original proposal, with a focus on consolidating specialisation functions over time based on careful transition management to minimise disruption to current services. • There is a strong desire for consistency and removing the possibility of duplication, especially across Te Pou Hanganga, Matihiko and Te Pou Rangatōpū. <p>Confirmed decisions in line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the internal customer experience:</p> <ol style="list-style-type: none"> i. Continue to bring across Te Pou Hanganga, Matihiko Finance as planned with a proposed transition date of 31 March 2023. ii. Continue to bring across Te Pou Hanganga, Matihiko Training Services as planned with a proposed transition date of 31 March 2023. iii. Move towards greater integration of procurement functions, with details to be worked through in early 2023. Appoint a tier 3 Chief Procurement Officer by 31 March 2023 accountable for all procurement practice across the Ministry, sitting within Te Pou Rangatōpū, responsible for working with the respective Hautū to review and provide a recommendation by 30 April 2023 on the best approach to integration, and how and when to implement this. Any potentially affected and impacted people will be consulted on proposed changes before a decision is made. iv. The Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective Hautū by 30 April 2023. Any affected and impacted people will be consulted on proposed changes before a decision is made. v. Once the General Manager, Integration Services is appointed, they will work with Group Manager Business Services and Chief Digital Officer in Te Pou Hanganga, Matihiko to review options around Ministry-wide service desk activity and functions and provide a recommendation to the respective Hautū by 30 June 2023. Any affected and impacted people will be consulted on proposed changes before a decision is made.
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3	Separate Finance and Procurement	Feedback was mixed on the proposal for Finance and Procurement to be brought together, with some comments suggesting the disciplines of Finance and Procurement were different and others suggesting the Chief Procurement Officer should remain a tier 3.	<p>After careful consideration of feedback, we have decided that we need a Ministry function solely focused on procurement, with a tier 3 senior leader, Chief Procurement Officer, accountable for consistent and good practice procurement across Te Tāhuhu o te Mātauranga. This role will lift procurement services and expertise, with a responsibility to provide strategic advice to Hautū and Te Pou Tokomanawa as required. They also look to move towards greater integration of procurement functions. The way in which procurement services are performed across Te Tāhuhu o te Mātauranga will be reviewed by the Chief Procurement Officer to improve service delivery, reduce duplication, create greater practice consistency and improve outcomes of procurement activities.</p> <p>Decisions made in relation to Procurement:</p> <ul style="list-style-type: none"> i. Appoint a tier 3 Chief Procurement Officer by 31 March 2023 accountable for all procurement practice across the Ministry, sitting within Te Pou Rangatōpū (as outlined in Decision 2(iii)). ii. There is no change to the tier 4 functions. iii. As mentioned in Decision 2(iii), we intend that the Chief Procurement Officer would be responsible for working with the respective Hautū to review and provide a recommendation by 30 April 2023 on the best approach to integration, and how and when to implement this. Any affected and impacted people will be consulted on proposed changes before a decision is made. <p>Decisions made in relation to Finance:</p> <ul style="list-style-type: none"> iv. Establish a Chief Financial Officer as a direct report to Hautū Te Pou Rangatōpū and remove the proposed Deputy Chief Financial Officer. v. The Chief Financial Officer has the following direct reports as of 31 March 2023 (see further details under the Finance section): <ul style="list-style-type: none"> a. Executive Assistant (shared with the Chief Procurement Officer) b. Financial Controller c. Manager, Capital Investments d. Manager, Financial Planning and Performance vi. As mentioned in Decision 1(i) Te Pou Hanganga, Matihiko Finance will integrate with Te Pou Rangatōpū Finance functions with a proposed transition date of 31 March 2023.
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4	Shift Strategic Planning to Finance	<p>There were comments about the word ‘planning’ and the links between strategy, strategic prioritisation, strategic financial planning and business planning. Feedback also highlighted that the word ‘strategy’ was not emphasised in the name of the function and is an important area for Te Tāhuhu to address.</p>	<p>The function of Strategy and Performance is responsible for the strategic planning processes and business planning frameworks, guidance and tools across Te Tāhuhu o te Mātauranga but not the long-term investment planning and the strategic financial planning; these remain under the Chief Financial Officer’s responsibilities. In response to feedback, functions will be realigned to tier 4 teams within Strategy and Planning to clarify the remit of the group (with consequential team name changes to better reflect the responsibilities of the teams).</p> <p>The word ‘planning’ in Governance, Planning and Performance has caused confusion. Therefore, the name changes to Strategy and Performance. Business groups remain responsible for business planning (as they currently are), with Strategy and Performance responsible for improving ways of connecting business plans to strategy and priorities, and measuring, monitoring and reporting on performance and risk across Te Tāhuhu o te Mātauranga. Strategy and Performance will also hold the responsibility for business planning frameworks, guidance and tools with the delivery of business planning the responsibility of each business group.</p> <p>Decisions made in relation to Strategy and Performance (see further details under Strategy and Performance section):</p> <ul style="list-style-type: none"> i. Name change of General Manager role to General Manager, Strategy and Performance ii. Realign the proposed functions within Strategy and Performance for greater clarity of its role supporting the wider-Ministry iii. Change reporting lines of National Business Continuity Manager to a direct report of General Manager, Integration Services where it has close alignment to the design, management and delivery of services including acceptable levels of service during disruption. iv. The General Manager, Strategy and Performance direct reports as of 31 March 2023 are: <ul style="list-style-type: none"> a. Executive Assistant (0.5 FTE) b. Manager, Strategy and Governance c. Manager, Performance and Risk d. Manager, Enterprise Portfolio Management Office <p>Note further changes to tier 5 positions in this function.</p>
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5	Questions on giving practical effect to te Tiriti	<p>Comments and submissions highlighted that it was not clear in the proposals how we would give practical effect to te Tiriti and te ao Māori concepts. This was a common theme across the other areas within the Ministry that are also undertaking consultation. We received feedback recommending several alternative options to give practical effect to te Tiriti and te ao Māori concepts, e.g., establishing a cohort of Corporate Principal Advisor - Māori for each General Manager.</p>	<p>We have received and considered feedback, questions and alternative options relating to how we will give practical effect to te Tiriti and te ao Māori concepts. This was a common theme across Te Pou Rangatōpū but also other groups across Te Tāhuhu o te Mātauranga.</p> <p>As set out in Part A, we agree with the feedback on the importance of the visibility, capacity and capability of Māori leadership. While we have confirmed some decisions below that will support us in giving practical effect to te Tiriti, a Ministry-wide response is required that extends past structure and considers how we work, collaborate and make decisions, and how we deliver services. Te Pou Tokomanawa has agreed it will establish a plan by June 2023 to address Shift One and support Māori leadership across te Tāhuhu o te Mātauranga. The plan will build on and extend beyond current programmes offered and include leadership training, secondments and placements, with deliberate recruitment and career development pathways. The plan will be developed with kaimahi Māori, to develop the actions needed for Māori leaders to be visible at all levels and able to strengthen our ability to deliver on our purpose for all ākonga and whānau.</p> <p>Although we have not made significant structural decisions related to how we give practical effect to te Tiriti and Te Ao Māori concepts, we will be changing the way we work within Te Pou Rangatōpū to respond to this feedback. This will include creating the space for the voice of kaimahi Māori and all voices to be heard in designing our ways of working. This is our opportunity to put in place the foundations we need for us all to feel well supported in our day-to-day mahi. Te Pou Rangatōpū frameworks, guidance, tools and policies (including visibility and proximity of kaimahi Māori to our leaders) will also support how we give practical effect to te Tiriti and Te Ao Māori concepts. Further changes within Te Pou Rangatōpū to achieve Shift One will build on the plan established by Te Pou Tokomanawa referred to above.</p> <p>We acknowledge there is more work to do to how we give practical effect to Te Tiriti and Te Ao Māori concepts. However, the following confirmed decisions have been made and will form a foundation for future change:</p> <ul style="list-style-type: none"> i. The cultural capability L&D training component continues to be the responsibility of Te Pou Rangatōpū within People, Sustainability and Place. ii. The Chief Advisor Māori and Pacific Communications role will have a change in title to Manager, Māori and Pacific Communications. This role will remain at a tier 4
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No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
			<p>level reporting directly to the General Manager, Communications, Engagement and Ministerials. Its current team will continue to report to it. This team will be part of the communications centre of expertise and will provide a specialist Te Ao Māori and Pasifika communications and engagement model to the broader communications team. This group will be part of the wider Communications Community of Practice.</p> <p>iii. One of the HR Business Partner roles (formally Strategic Business Partner) remains and will be named 'HR Business Partner'. This role (along with all HR Business Partners) will report to the Manager Strategic Workforce and Insights but will work to the General Manager, People, Sustainability and Place to deliver the cultural capability function of this role (as is currently the case).</p>
6	Shift the EPMO into Procurement	Suggestions that the EPMO might better align to the functions performed by Procurement than the Strategy and Performance function.	<p>We have reviewed the feedback and consider the appropriate location of the EPMO should be determined by the intended role of the EPMO in the organisation. The role of the EPMO is to drive strategic alignment and consistency across PMOs, programme, project and change management throughout the Ministry, and provide oversight, guidance and best practice to the various delivery PMOs and programme, project and change activities.</p> <p>For this reason, the proposal for the EPMO to remain in the Strategy and Performance function is confirmed.</p>

7	Review what makes up Integration Services and review whether it could apply across Te Tāhuhu	<p>Feedback noted that the functions of MyHR, People Systems and Analytics and P2P already have close ways of working with their respective specialist areas and separation would disrupt services especially with the support of a new payroll system.</p> <p>In addition, comments suggested that Te Tāhuhu would benefit from an integration service for all support and transactional based services.</p>	<p>We recognise the importance of continuity of service and minimising disruption to critical services. Based on the feedback, the confirmed decisions are:</p> <ul style="list-style-type: none"> i. For now, MyHR and Payroll functions remain aligned with the People, Sustainability and Place function. The General Manager, People, Sustainability and Place and General Manager, Integration Services will undertake a review of functions and ways of working, providing recommendations by 30 June 2023 of which functions should remain with the People, Sustainability and Place and which should transition to the Integration Services over time. Impacted and affected people will be consulted before a decision is made. The support required for implementing the new payroll system will be considered. ii. The Manager, People Systems, Analytics and Insights and associated teams transition to the Manager, Service Management as planned, with a proposed transition date of 31 March 2023. iii. The Procurement Manager, P2P and associated team transition to the Manager, Services Operations, Integration Services as planned, with a proposed transition date of 31 March 2023. All current functions will continue in the new role within Integration Services, with a close connection to the Procurement group. The Integration Services group is intended to be the primary point of access to transactional and day-to-day operational services of Te Pou Rangatōpū services and expertise. It will connect mahi across Te Pou Rangatōpū teams to deliver joined-up solutions for customers. iv. Responsibility for Business Continuity Management, Incident Management and Emergency Management will shift to Integration Services under a tier 4 Manager, National Business Continuity with a proposed transition date of 31 March 2023, where it is close to the design, management and delivery of services, including during disruption, to agreed service levels. <p>As Integration Services achieves an acceptable level of service across the proposed functions, further consideration of expanding Integration Services across other support services will be reviewed. Integration Services is intentionally designed to be scalable and flexible to allow for additional services in future.</p>
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No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
			Integration Services is intended to be the primary point of access to transactional and day to day operational services of Te Pou Rangatōpū. However, initially customers will be encouraged to access transactional and day-to-day operational services of Te Pou Rangatōpū where it makes sense to do so. Otherwise, customers will continue to access Specialist Portfolios. As Integration Services continues to be developed, customer access will continue to be reviewed and guidance updated.
8	Raise Finance Managers to the same tier as HR Managers	Feedback highlighted that the Finance Manager was similar to the Human Resources Manager but at a lower tier (tier 6 as opposed to tier 5). Comments highlighted that Finance Managers would be unable to effectively perform their functions at tier 6.	In line with the changes in Decision 2, the Finance Managers shift to tier 5 as direct reports to the Manager, Financial Planning and Performance (tier 4). There are now no tier changes to all reports to the Finance Managers as initially proposed.
9	Move Records Management	Feedback highlighted that Records Management may be better functionally aligned to Legal and Privacy, Communications, Engagement and Ministerials (previously referred to as Public Affairs) or elsewhere in the Ministry (e.g., Te Pae Aronui).	We have decided to include Records Management within Communications, Engagement and Ministerials as a tier 4 team alongside Ministerial Services, the two communications teams and Māori and Pacific Communications, as Records Management is a specialist service that supports Te Tāhuhu o te Mātauranga and aligns with the activity of other teams within this group.

No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
10	Consolidate Te Pou Rangatōpū Communications functions	Feedback suggested that a consolidated internal and external communications function would provide greater expertise of communications, or at least a 'dotted line' to the practice of communications across them.	<p>Organisational communications and external communications functions within Te Pou Rangatōpū remain together within the Communications, Engagement and Ministerials Specialist Portfolio.</p> <p>We will establish a tier 4 Manager, Organisational Communications (formally proposed as Manager, Internal Communications and Engagement) as a direct report to the General Manager, Communications, Engagement and Ministerials. The tier 4 Manager, Organisational Communications role was initially proposed to report to the General Manager, Integration Services; therefore all proposed roles reporting to the tier 4 manager will have a consequential reporting line change.</p> <p>This keeps our communications practitioners within Te Pou Rangatōpū close, while recognising the importance in focus of internal and external communications and the bringing together of the community of practice across Te Tāhuhu o te Mātauranga.</p> <p>The Organisational Communications team is intended to be responsible for internal organisational communications frameworks and guidance. The communications functions across Te Tāhuhu o te Mātauranga will be part of a 'community of practice' that aligns communication practices, including across Te Pou Rangatōpū, noting our comments on the work that Hautū Te Tuarongo and Te Pou Rangatōpū will undertake in early 2023.</p> <p>The General Manager, Communications, Engagement and Ministerials will lead a further review of Te Pou Rangatōpū communications functions, including ways of working and 'community of practice', to understand whether the new communications model is effective.</p> <p>The Manager, Māori and Pacific Communications and associated team becomes a tier 4 direct report to the General Manager, Communications, Engagement and Ministerials.</p>

No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
11	Legal function	Feedback suggested a different configuration of the legal team, with an emphasis on Public Law and te Tiriti o Waitangi as opposed to the Commercial and Policy team and manager.	<p>We agree that in relation to legal functions, the emphasis should be on Employment Law (as proposed) and Public Law which will include legal advice regarding te Tiriti o Waitangi. Therefore, the role Legal Manager, Commercial and Policy is refocused and re-titled as Legal Manager, Public Law with a new position description provided in this Decisions Document.</p> <p>In addition, in line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the internal customer experience, the Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective Hautū by 30 April 2023 to see if there are benefits in grouping the legal functions together (Decision 2 (iv)). Any affected and impacted people will be consulted on proposed changes before a decision is made.</p>

No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
12	Functional alignment and ways of working	<p>Feedback spanned several questions on how our functions fit together or ways of working – for example, how teams will operate together if we separate hard reporting lines and when policies, frameworks and processes will be implemented to support the teams to perform their functions.</p> <p>Feedback also related to detailed positions that are below tier 3 and 4 roles as well as structure and resourcing of teams led by tier 5 roles.</p>	<p>A strong feedback theme is that structure change alone will not deliver the shift Te Pou Rangatōpū desires; rather, we also need to improve our ways of working to achieve the aim, ensure our people are taken care of and have robust, responsive working relationships with each other and the rest of Te Tāhuhu o Mātauranga.</p> <p>The full operating model of Te Pou Rangatōpū was considered when determining how we best fit together. This is more than an organisation structure. All the elements – people, process, technology, service delivery, technology and data, performance management, and including our interactions and interfaces between groups within Te Pou Rangatōpū and across Te Tāhuhu o te Mātauranga – were considered.</p> <p>Transitioning to our new structure on 31 March 2023 will establish our foundation. As outlined in Part A, further change is going to be needed in different forms; in all cases, we will involve our people when change is undertaken. For most people, the essence of what we do will not change but how we work together to deliver improved outcomes and service delivery will. This requires both patience and flexibility as we learn and adjust to new ways of working.</p> <p>The scope of this consultation is limited to the design of tier 3 and tier 4 roles as well as some tier 5 roles by exception. Reporting line changes for tier 5 roles are highlighted where relevant. There were several questions and items of feedback that related to roles and teams that are not within the scope of this consultation.</p> <p>These largely related to team sizes, role profiles and role impacts for roles and teams that are not in scope. Therefore, no decisions have been made in respect of this feedback, but it is noted that further design of how we work together will be developed following the implementation of the decisions made in this document.</p>

No.	Feedback theme	Summary of your feedback, suggestions, and questions	Discussion / Decisions
13	Racial Equity Office	Feedback questioned whether the Racial Equity Office would have better alignment within Te Tuarongo.	<p>Following consultation feedback, no decisions will be made at this point on the role or location of the Racial Equity Office. The future requirements in this space will be included in work undertaken in 2023, which will also consider the Pou Ārahi model now fully implemented, including the best next steps to build on this model.</p> <p>Any future changes to the Racial Equity Office will be considered in the context of the plan to be established by Te Pou Tokomanawa referred to above (and referred to in Part A).</p>

Our design going forward

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

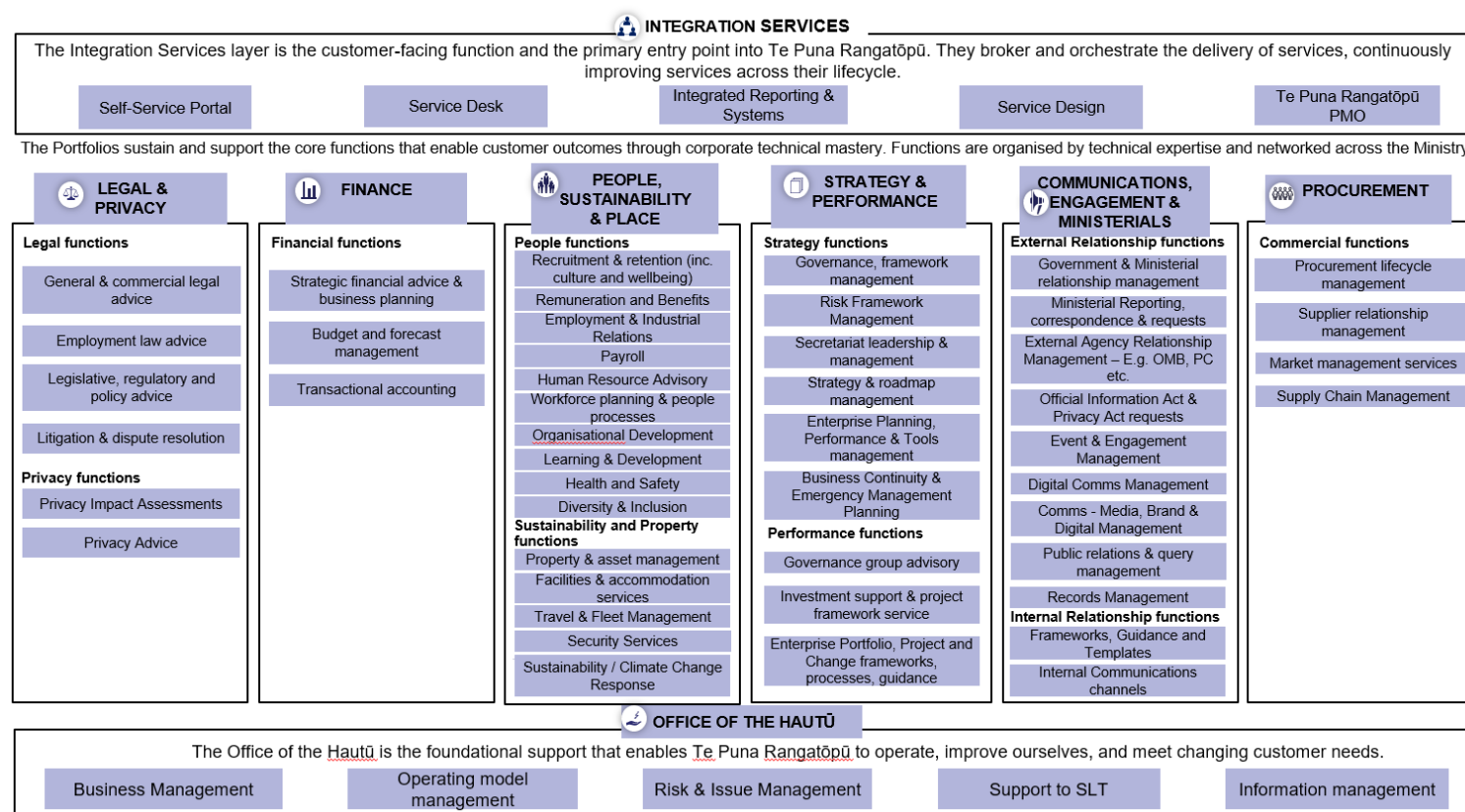
Some general points to note:

- The current scope of change includes only tiers 3 and 4, with line management changes at tier 5 and assessment of a small number of tier 5 positions where it made sense. I have received some feedback that is out of scope of this change. This feedback will be provided to managers and team leaders to consider, who will then have the opportunity to arrange their teams and develop and review ways of working.
- As we work together to reshape our organisation, I acknowledge there may still be duplication in some areas across Te Tāhuhu o te Mātauranga. Duplication may be reduced over time, rather than through this change process. This would likely happen where a new team or function has only just been stood up and needs to be more fully realised, or where there are processes or programmes underway that need to be completed first. Key principles of the change to date, including removing duplication, will continue to be applied to any future work with leaders and their teams.
- I would also like to acknowledge that some feedback received looked at the proposed operating model in isolation instead of looking across the group as a whole and the design of the operating model. The proposed operating model was built to give effect to the key design principle of reducing siloes and this will continue to be applied as we develop and assess ways of working over time.
- Further change is going to be needed. For example, in a number of areas, decisions have been made to join teams up in principle, but that the relevant leader(s) will be required to lead engagement, discussion, well-planned decisions and transition management. Some of this work can be done in the lead up to 31 March 2023 (the effective date for the new structures and roles), while much of it will be undertaken through 2023. In all cases, whether formal change or evolutions as groups and teams try new things, we will involve our people when change is undertaken.

As set out in Part A, Te Pou Tokomanawa agrees with the feedback on the importance of the visibility, capacity and capability of Māori leadership. Structure is important as an enabler, but it is not the only driver of change. While I have confirmed some decisions that will support us in giving practical effect to te Tiriti, a Ministry-wide response is required that extends past structure and considers how we work, collaborate and make decisions, and how we deliver services.

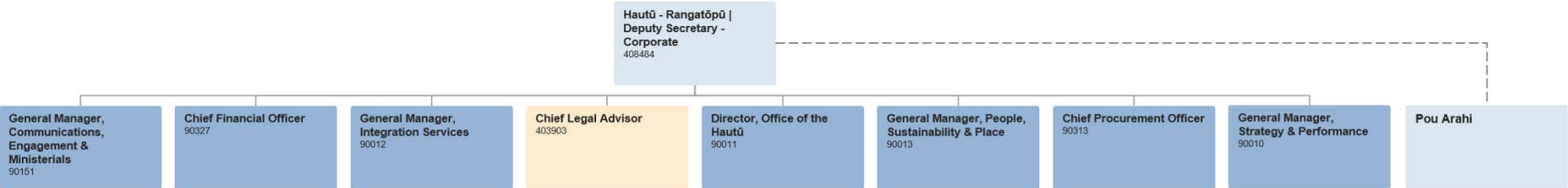
For more information on connecting our organisational design together across our business groups, please see Part A of our Decisions Document.

Figure 1 - Te Pou Rangatōpū operating model



Te Pou Rangatōpū Senior leadership

- RIA
- Minor Change
 - New
 - No Change



What happens next

Expressions of Interest

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

Implementation of change

The decisions in this document focus on establishing the core building blocks of our operating model by 31 March 2023. This foundation will elevate our services and deliver better internal services for our customers and enable us to deliver improved services to the sector. We will work with staff on a Transition Plan to help guide us through the change, with an intention to have our operating model implemented and continuously improved by the end of 2023.

Structure is only one element of the operating model. There will be ongoing mahi on our ways of working to achieve the vision for Te Pou Rangatōpū. As we learn about the integration of teams, service delivery and support the wider Te Tāhuhu o te Mātauranga with the shift to local and regional voice, we will fine-tune and adjust. This will include creating the space for kaimahi Māori voice and all voices to be heard in designing our ways of working. This is our opportunity to put in place the foundations we need for us all to feel well supported in our day-to-day mahi.

In the first quarter of 2023, we will focus on establishing the tier 3 and 4 roles outlined in this document and realigning reporting lines as required. This includes establishing Integration Services, confirming the functions and supporting a scalable and flexible model to allow additional services to be introduced in future periods. Over the following months, we will look at reducing duplication of corporate functions across Te Tāhuhu o te Mātauranga, developing our corporate policies and processes, and support the plan to address Shift One and support Māori leadership across Te Tāhuhu o te Mātauranga.

While we have agreed to join teams in principle, our leaders will need to engage with staff to confirm what changes are required to deliver most effectively. The feedback you have provided to date is helpful for informing these and we will monitor implementation closely to understand how effectively our resource distribution meets our needs.

Integration Services

What is Integration Services and why is it important?

The Integration Services group will provide a primary point of access to the full range of Te Pou Rangatōpū services and expertise over time with an initial focus on delivering transactional services and connecting mahi across Te Pou Rangatōpū teams to deliver joined-up solutions for customers. The Integration Services group encompasses:

- **Service Operations and Service Management:** Manage customer queries and provide integrated advice and support by coordinating the design, development and delivery of services to customers and improve services based on customer feedback. Providing access to consistent, high quality and timely services will support our customers to deliver better educational outcomes.
- **Portfolio Delivery:** Encourage consistency and continuous improvement across Te Pou Rangatōpū's portfolio of work by leading Te Pou Rangatōpū's strategic work priorities and plans, providing specialist advice on prioritisation and investment across the portfolio to Te Pou Rangatōpū Senior Leadership team for decision making, shaping the direction of Te Pou Rangatōpū projects, monitoring quality delivery against timeframes and resourcing requirements, and providing project resourcing for all Te Pou Rangatōpū projects.
- **Business Continuity Management:** Oversee and manage Business Continuity Management, Incident Management and Emergency Management on behalf Te Tāhuhu o te Mātauranga.

What are the main changes confirmed?

No.	Key change area	Description of change
1	Integration Services General Manager	A new Integration Services group will be established, led by a new tier 3 General Manager, Integration Services. The General Manager, Integration Services will be appointed by 31 March 2023.
2	Integration Services tier 4 roles	The General Manager, Integration Services has the following direct reports: <ul style="list-style-type: none">• A newly established Executive Assistant (0.5 FTE)• A newly established Manager, Service Operations• A newly established Manager, Service Management• A newly established Manager, Portfolio Delivery• The existing Manager, National Business Continuity

No.	Key change area	Description of change
3	Integration Services tier teams	<p>The Integration Services group consists of these teams:</p> <ul style="list-style-type: none"> • Service Operations, led by the new Manager, Service Operations role; provide the primary day-to-day entry point into Te Pou Rangatōpū, responsible for managing and resolving basic customer queries through an integrated service desk and linking with Specialist Portfolios when required. • Service Management led by the new Manager, Service Management role; work with Specialist Portfolios to design or refine end-to-end services and the service catalogue, oversee Te Pou Rangatōpū self-service offerings, develop and provide integrated reporting to drive continuous improvement in Te Pou Rangatōpū services, lead information and records for Te Tāhuhu o te Mātauranga, and develop Te Pou Rangatōpū systems strategy. • Portfolio Delivery led by the new Manager, Portfolio Delivery role; manage and resource Te Pou Rangatōpū programmes and projects that we deliver to enhance our customer experience, service delivery and operations, manage programme and project managers, change managers and project support staff (e.g., project coordinators and investment advisors). • National Business Continuity led by the existing Manager, National Business Continuity role; manage Business Continuity Management, Incident Management and Emergency Management on behalf Te Tāhuhu o te Mātauranga.
4	Service Operations	<p>As outlined in feedback theme 7 in the high-level feedback table:</p> <ul style="list-style-type: none"> • The existing Procurement Manager, P2P and all direct and indirect reports to this role move to Service Operations, where they will continue to deliver their current functions. The Procurement Manager, P2P will report to the Manager, Service Operations. • For now, MyHR and Payroll functions remain aligned with the People, Sustainability and Place function with the General Manager, People, Sustainability and Place and General Manager, Integration Services working together to review functions and ways of working and provide recommendations by 30 June 2023 of what functions should be moved.

No.	Key change area	Description of change
5	Service Management	<p>The Manager, People Systems, Analytics and Insights and associated teams (People Systems team and People Analytics and Insights team) transition to the Manager, Service Management with a proposed transition date by 31 March 2023.</p> <p>The Manager, Corporate Applications and associated team transition to the Manager, Service Management with a proposed transition date by 31 March 2023.</p> <p>The Manager, Business Improvement and Support and associated team transition to the Manager, Service Management with a proposed transition date by 31 March 2023.</p>
6	Portfolio Delivery	<p>The Manager, Change and associated team transition to the Manager, Portfolio Delivery with a proposed transition date by 31 March 2023.</p> <p>The Programme Manager People Services and associated team transition to the Manager, Portfolio Delivery with a proposed transition date by 31 March 2023.</p> <p>The Senior Programme Manager and associated team transition to the Manager, Portfolio Delivery with a proposed transition date by 31 March 2023.</p>
7	National Business Continuity	The Manager, National Business Continuity and associated team transition to the General Manager, Integration Services with a proposed transition date by 31 March 2023.
8	Organisational Communications (previously Internal Communications & Engagement)	The Internal Communications & Engagement team will be named 'Organisational Communications' and move to Communications, Engagement and Ministerials, sitting as a tier 4 team alongside Ministerial Services, Records Management, Engagement and External Communications, and Māori and Pacific Communications
9	Records Management	This team moves to Communications, Engagement and Ministerials, sitting as a tier 4 team alongside Ministerial Services, Organisational Communications, Engagement and External Communications, and Māori and Pacific Communications.

High-level feedback themes and responses

Building on the themes and feedback covered above, we provide further explanation and additional feedback in this section.

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	ICT Service Desk	Feedback suggested the ICT Service Desk currently located within Te Pou Hanganga, Matihiko should also move to the Integration Services group as customers do not view the services offered by Te Pou Rangatōpū and the ICT service desk separately, rather, they view the services collectively as 'corporate' services. The feedback suggested the Integration Services group would not be able to provide the full suite of corporate services to customers unless the ICT Service Desk was also moved into the Integration Services group.	<p>We agree with the feedback that the ICT Service Desk provides some transactional corporate support to customers.</p> <p>In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the internal customer experience, once the General Manager, Integration Services is appointed, they will work with Group Manager Business Services and Chief Digital Officer in Te Pou Hanganga, Matihiko to review options around Ministry-wide service desk activity and functions and provide a recommendation to the respective Hautū by 30 June 2023. Any affected and impacted people will be consulted on proposed changes before a decision is made.</p>

No.	Key theme	Your feedback, suggestions, and questions	Our response
2	Keep MyHR and Payroll together	<p>Our proposal contemplated moving MyHR roles to Integration Services. A project of work has recently been completed within the organisation to bring MyHR and Payroll together.</p> <p>We received feedback suggesting the proposed split of MyHR and Payroll will likely cause disruption to their current way of working and will undo the work that has occurred through the project to bring these two functions together. Furthermore, feedback suggests some customer facing functions and roles across Te Pou Rangatōpū are not being proposed to shift to Integration Services resulting in perceived inconsistency.</p>	<p>In line with feedback theme 7 in the overview feedback table:</p> <ul style="list-style-type: none"> • MyHR roles that were initially identified as moving to Integration Services will not immediately shift during implementation and remain with Payroll in Employee Services within People, Sustainability and Place. • There is a view to shift transactional teams across People, Sustainability and Place to Integration Services over time to better serve our customers. However, a more comprehensive review of transactional teams will be completed before further decisions are made to minimise disruption and ensure we have a good understanding of how this best fits together. • The General Manager, People, Sustainability and Place and General Manager, Integration Services will work together to review functions and ways of working and provide recommendations by 30 June 2023 of what functions should be moved to the People, Sustainability and Places and which should transition to the Integration Services over time. • Any affected or impacted people will be consulted on proposed changes.

No.	Key theme	Your feedback, suggestions, and questions	Our response
3	Retain People Systems and Analytics functions in People, Sustainability and Place	<p>People Systems and Analytics functions were proposed to move to Integration Services. We received feedback that suggests People, Sustainability and Place is the primary customer of the People Systems and Analytics functions and moving these functions to Integration Services will cause unnecessary disruption. Furthermore, there may be competing priorities between People, Sustainability and Place and Integration Services which may result in poor service delivery to People, Sustainability and Place.</p> <p>Feedback also suggested the People Analytics and Insights team should form part of the Strategic Workforce and Insights team, as this role requires workforce insights to forecast and plan for people and skills needed.</p>	<p>In line with feedback theme 7 in the overview feedback table, People Systems, Analytics and Insights functions will transition to the Service Management team by 31 March 2023 as proposed:</p> <ul style="list-style-type: none"> • People Systems and Analytics functions move to bring together like functions, providing a starting point for the integrated reporting function to build on. The intention is to establish a fully integrated corporate analytics function to provide more informed and integrated analytics and insights to customers and external stakeholders. • Although the People Systems and Analytics function primarily serves the People, Sustainability and Place group, the intention is for the People Systems and Analytics function to serve a broader customer base across the organisation over time. • This decision recognises the design principle of integrating similar services and moves to change the perception that data and insights can solely be used to inform the Specialist Portfolio to which it most relates, opening the way for broader application of knowledge and expertise. This is an opportunity for this team to extend to their reporting mandate in future. • This decision will consolidate data analytics capability from across Te Pou Rangatōpū to enable expertise of this corporate skill set.

No.	Key theme	Your feedback, suggestions, and questions	Our response
4	P2P moving to Integration Services	<p>Feedback suggests service delivery of the P2P function could be disrupted by moving this team to Integration Services and customers would become frustrated with having to lodge tickets resulting in a delay to having queries answered.</p> <p>Feedback suggests the P2P function is not solely transactional and that components should be retained within the Specialist Portfolio. Feedback suggests that P2P services would be improved by keeping strategic procurement and transactional procurement activities together to provide a more holistic service to customers.</p>	<p>In line with feedback theme 7 in the overview feedback table, the P2P team will transition to the Service Operations team by 31 March 2023 as proposed:</p> <ul style="list-style-type: none"> • Integration Services will be the primary point of access to the full range of Te Pou Rangatōpū services and expertise over time, with an initial focus on delivering transactional services. Locating transactional services in one place provides greater ease for our customers and opportunities for our teams to integrate across transactional, high-volume tasks. • This provides space for specialist teams to focus on their expertise and offerings. These teams will move over time. • A more comprehensive review of teams who may align with the work led out of Service Operations will be completed before further decisions are made to minimise disruption and ensure we have a good understanding of how we work together.

No.	Key theme	Your feedback, suggestions, and questions	Our response
5	Responsibility for Business Continuity Management, Incident Management and Emergency Management	Business Continuity Planning and Emergency Management were initially proposed to form part of Te Pou Rangatōpū Strategy and Performance. We received feedback suggesting Integration Services would be a more appropriate location for Business Continuity Planning and Emergency Management as it is closer to Te Pou Rangatōpū customers and Te Pou Rangatōpū PMO and is a delivery function, whereas our planning functions are advisory. This is also because these functions are related to operational risk. Through moving the functions to Integration Services, this allows for Business Continuity Management to easily deliver through cross consultation with other teams and with an ability to respond to organisational needs as required.	Business Continuity Planning and Emergency Management functions move to Integration Services to form a new team, National Business Continuity, led by a tier 4 Manager, National Business Continuity. The decision was made to place Business Continuity Planning and Emergency Management functions closer to the design, delivery and management of services where customers can agree how to maintain essential services during disruption, including the right levels of services that will be acceptable depending on the scale and nature of the risk. The shift has a proposed transition date by 31 March 2023.
6	Review the possibility of Integration Services applying across Te Tāhuhu	Feedback suggested that Te Tāhuhu would benefit from an integration service for all support and transactional based services.	Once Integration Services achieves an acceptable level of service across the proposed functions, further consideration of expanding Integration Services across other support services will be reviewed over time. The design of Integration Services is intended to be scalable and flexible to allow additional services to be introduced in future.

No.	Key theme	Your feedback, suggestions, and questions	Our response
7	Move Records Management	Feedback highlighted that Records Management may be better functionally aligned to Legal and Privacy, Communications, Engagement and Ministerials (previously referred to Public Affairs) or elsewhere in the Ministry (e.g., Te Pae Aronui).	<p>In line with feedback theme 9 in the overview feedback table, we have decided to include Records Management within Communications, Engagement and Ministerials as a tier 4 team alongside Ministerial Services, the two communications teams, and Māori and Pacific Communications. This is to provide:</p> <ul style="list-style-type: none"> • A consolidated view of Ministry documents and archives. • Synergy for the Records Management team within Communications, Engagement and Ministerials, particularly with the Ministerial Services team with the storage of records, requests for information managed by the Ministerial Services team and the need for both teams to meet requirements under relevant information and record keeping acts. <p>We also considered Te Pae Aronui as a location for Records Management; however, this option was not pursued because Te Pae Aronui is the operations and integration function for the Ministry. Their core role is takiwā and sector-facing functions. Records management is largely considered an internally focused function and does not align as well with the broader purpose of Te Pae Aronui.</p>

No.	Key theme	Your feedback, suggestions, and questions	Our response
8	Consolidate Te Pou Rangatōpū Communications functions	Feedback suggested that a consolidated internal and external communications function would provide greater alignment of expertise of communications, or at least a 'dotted line' to the practice of communications across them.	<p>In line with feedback theme 10 in the overview feedback table, internal communications and external communications functions within Te Pou Rangatōpū remain together within the Communications, Engagement and Ministerials Specialist Portfolio.</p> <p>The following supports our decision:</p> <ul style="list-style-type: none"> • The level of disruption caused to the internal and external communications functions outweigh the rationale for proposing organisational communications move to Integration Services at this time. • Internal and external communications functions form part of the 'end-to-end' communications process. • Internal and external communications functions require a similar capability and should be structured together to enable specialism of communications expertise. This will mean the Communications, Engagement and Ministerials group will hold the communications centre of expertise. • Career pathways for communications professionals are likely to be improved by structurally aligning internal and external communications functions. This will improve the employee value proposition for communications professionals and will, therefore, attract higher quality staff and improve recruitment activity. <p>For more detail, see Communications, Engagement and Ministerials section.</p>

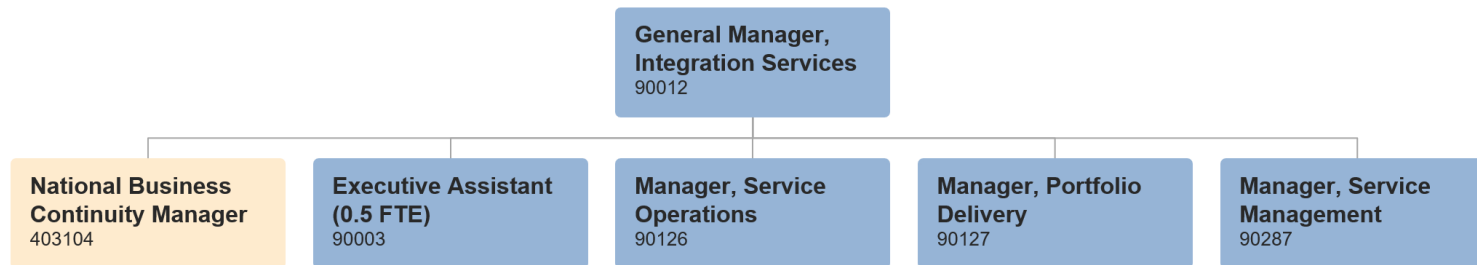
Confirmed structure

Please note that the following Te Pou Rangatōpū structure charts include contractor roles, however this does not indicate that these roles have been established permanently.

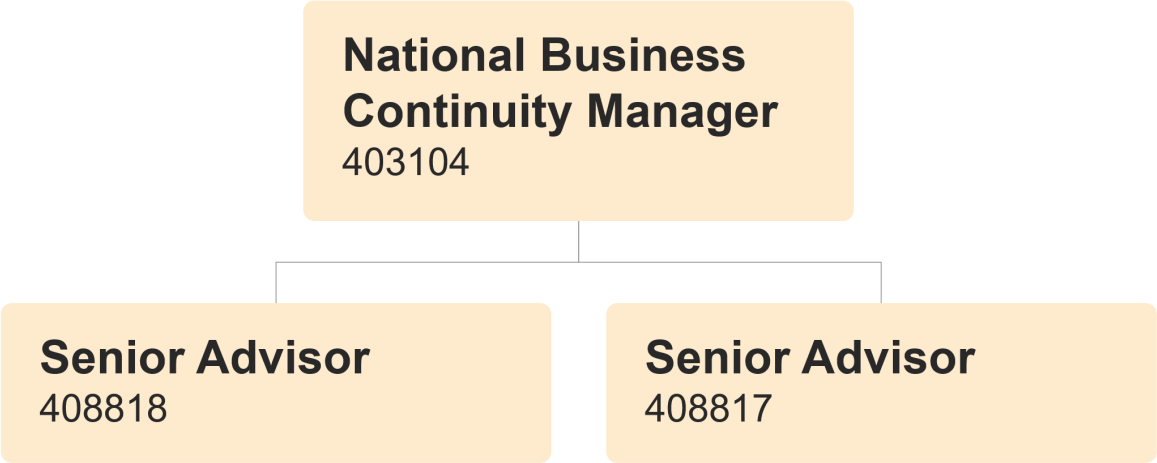
Integration Services – tiers 3 and 4

RIA

- Minor Change
- New
- No Change



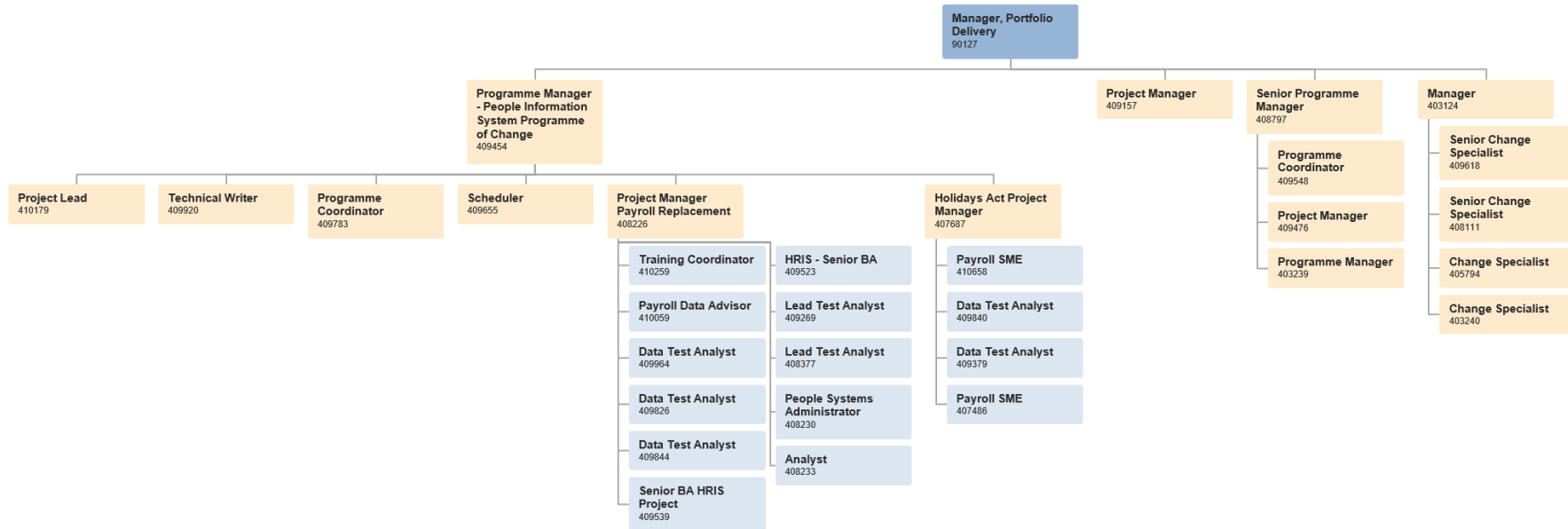
RIA
Minor Change



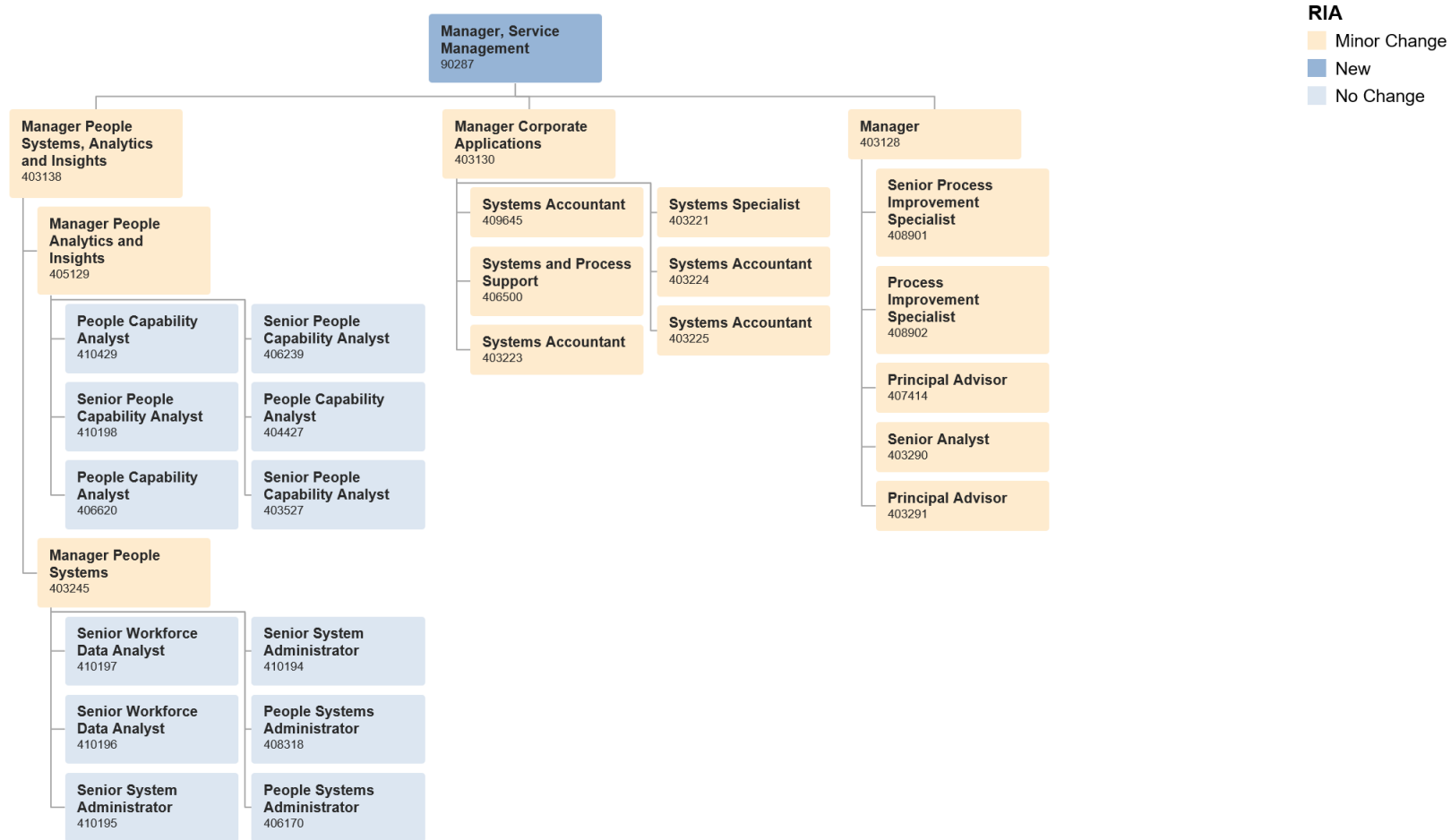
Integration Services – Portfolio Delivery team

RIA

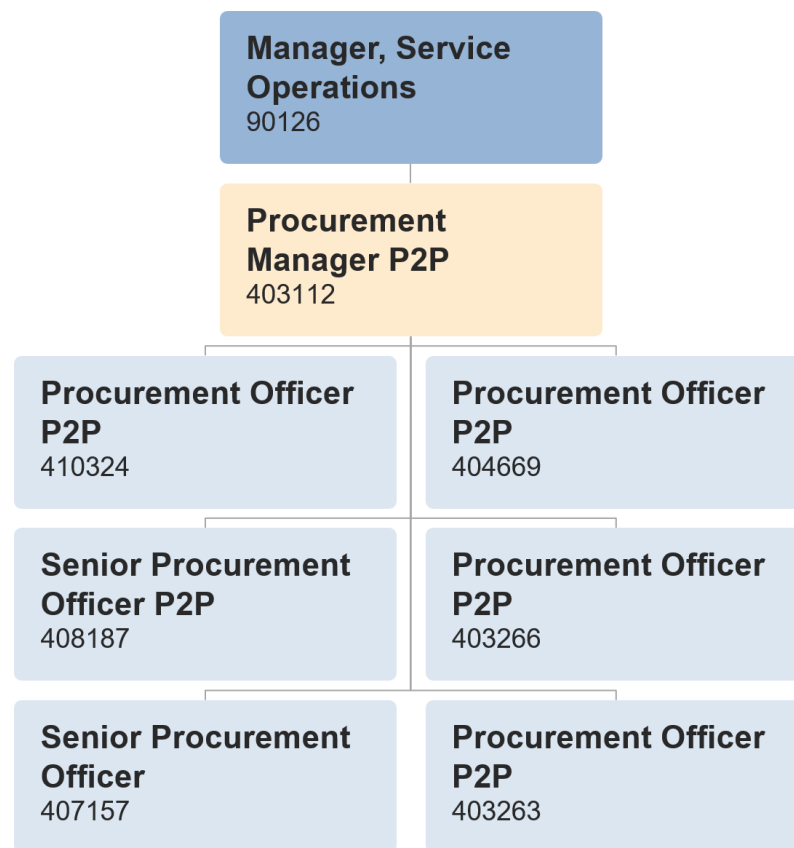
- Minor Change
- New
- No Change



Integration Services – Service Management team



Integration Services – Service Operations team



RIA
Minor Change
New
No Change

People, Sustainability and Place

What is People, Sustainability and Place and why is it important?

The People, Sustainability and Place team combines people, sustainability, property and facilities, travel and fleet functions to lead the organisation's approach to acting more sustainably across people development, wellbeing and work environments. This grouping recognises that sustainability issues will be central for the workforce of the future and are important to our people now. This approach will benefit people wellbeing, diversity and inclusivity, and supports healthy, energy efficient, modern and flexible workplaces. This group will support all our people to contribute to sustainability.

In practical terms, this team holds responsibility for the Ministry's sustainability and climate change strategy and initiatives, including ways of working and how to build sustainable practices into the Ministry's processes, policies and people functions, including in the management of our assets (e.g., travel and fleet). This group will also oversee organisational leases, facilities and maintenance, with people at the heart of property decisions.

This group is responsible for people functions (operational and strategic), taking the lead on developing and implementing sustainable people strategies, plans and changes to provide a clear collective view of what is required to establish and maintain the organisation as an exciting and fulfilling employer. The People, Sustainability and Place team also holds the relationship with unions for Ministry people and leading employment and industrial relations.

What are the main changes confirmed?

This team continues to be organised by function or expertise but combines people functions (including learning and development functions from other parts of the organisation), health and safety, wellbeing, sustainability, property and facilities functions for their focus on how, when and where our people work.

The People, Sustainability and Place team has a tier 3 leader, General Manager People, Sustainability and Place, who will have a view across all functions that contribute to the employee experience, placing people at the heart of all property, facilities and sustainability decisions.

People, Sustainability and Place includes the following teams:

- Strategic Workforce and Insights
- Employee Services
- Property and Sustainability
- Organisational Development

The confirmed changes are:

No.	Key change area	Description of change
1	Name of People, Sustainability and Place	The name of this group is 'People, Sustainability and Place'.
2	Name of Employee Services	'People Advisory/Employee Services' will be named 'Employee Services'.
3	People, Sustainability and Place Teams	A People, Sustainability and Place group will be established, consisting of four teams: <ul style="list-style-type: none"> • Strategic Workforce and Insights • Employee Services • Property and Sustainability • Organisational Development
4	Movement of people functions (not including people systems and reporting functions)	People functions (apart from people systems and reporting functions which move to Integration Services) currently operating within People Capability will report across the newly proposed people teams within Te Pou Rangatōpū People, Sustainability and Place.
5	Movement of Health and Safety team and establishment of a lead role	Health and Safety moves from its current location in Te Pou Rangatōpū Business Services to the Organisational Development team within People, Sustainability and Place. A new Team Manager Health and Safety role will be established and report directly to the Manager Organisational Development.
6	Movement of Security team	The Security team moves from its current location in Te Pou Rangatōpū Business Services to the Property and Sustainability team within People, Sustainability and Place.
7	Movement of Property, Facilities and Accommodation Services functions (including travel and fleet)	These functions currently in Te Pou Rangatōpū Business Services move to the Property and Sustainability team within People, Sustainability and Place.
8	Movement of Corporate Property team	The Corporate Property team moves from Te Pou Rangatōpū Finance to the Property and Sustainability team within People, Sustainability and Place.
9	Movement of Sustainability and Climate Change functions	Sustainability and Climate Change functions move from Te Pou Rangatōpū Business Services to the Property and Sustainability team within People, Sustainability and Place.
10	Movement of HR Business Partners	HR Business Partners move into the Strategic Workforce and Insights team, within People, Sustainability and Place.
11	Movement of Advisory Services team	The Advisory Services team moves into Employee Services within People, Sustainability and Place.

No.	Key change area	Description of change
12	Movement of Te Pou Hanganga, Matihiko ICT Training Services	Te Pou Hanganga, Matihiko ICT Training Services moves to Te Pou Rangatōpū People, Sustainability and Place and sit within the Organisational Development team.
13	Movement of Executive Assistant	The Executive Assistant to the Chief People Officer moves from People Capability to People, Sustainability and Place. This role is a full time Executive Assistant to the General Manager People, Sustainability and Place.
14	Establishment of a new Principal Advisor People, Sustainability and Place role	A new Principal Advisor People, Sustainability and Place role will be established, reporting directly to the General Manager People, Sustainability and Place.
15	Movement of MyHR and Payroll	MyHR roles that were initially proposed to move to Integration Services remain with Payroll in the Employee Service team within People, Sustainability and Place.
16	Name change and movement of HR Business Partner role (formally Strategic Business Partner)	A Strategic Business Partner role remains and will be named 'HR Business Partner' to align with other HR Business Partner roles. This role moves into the Strategic Workforce and Insights team, reporting to the tier 4 manager, but will work to the General Manager People, Sustainability and Place to deliver the cultural capability function of this role.
17	Movement of Cultural Capability Training Administration Function (of the Racial Equity Office)	The training administration function, currently in the Racial Equity Office, moves to the Organisational Development team within People, Sustainability and Place.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Keep MyHR and Payroll together	<p>Our proposal contemplated moving MyHR roles to Integration Services. A project of work has recently been completed within the organisation to bring MyHR and Payroll together.</p> <p>We received feedback suggesting the proposed split of MyHR and Payroll will likely cause disruption to their current way of working and will undo the work that has occurred through the project to bring these two functions together.</p> <p>Furthermore, feedback suggests some customer facing functions and roles across Te Pou Rangatōpū are not being proposed to shift to Integration Services resulting in perceived inconsistency.</p>	<p>In addition to the comments provided in feedback theme 7 in the overview feedback table, we note the following:</p> <ul style="list-style-type: none"> • Locating transactional services in one place provides greater ease for our customers and opportunities for our teams to integrate across transactional, high-volume tasks. It also provides space for specialist teams to focus on their expertise and offerings. • To minimise disruption and ensure we have a good understanding of how we work together, a more comprehensive review of teams which may align with the work led out of Service Operations will be completed before further decisions are made.

No.	Key theme	Your feedback, suggestions, and questions	Our response
2	Retain People Systems and Analytics functions in People, Sustainability and Place	<p>People Systems and Analytics functions were proposed to move to Integration Services.</p> <p>We received feedback that suggests People, Sustainability and Place is the primary customer of the People Systems and Analytics functions and moving these functions to Integration Services will cause unnecessary disruption. Furthermore, there may be competing priorities between People, Sustainability and Place and Integration Services which may result in poor service delivery to People, Sustainability and Place.</p> <p>Feedback also suggested the People Analytics and Insights team should form part of the Strategic Workforce and Insights team, as this role requires workforce insights to forecast and plan for people and skills needed.</p>	See response to key theme 'Retain People Systems and Analytics functions in People, Sustainability and Place' in feedback table under Integration Services.
3	Name changes	<p>We received feedback suggesting the proposed name 'Sustainability, People and Place' does not give adequate weight to the focus on people by this group. Feedback suggests, whilst putting people at the heart of sustainability is a great idea, the naming convention takes away from the focus of people being at the heart of what we do. Consequently, it has been suggested that 'People' should be the first name in the title instead of 'Sustainability'.</p> <p>Similarly, feedback suggested 'People Advisory/Employee Services' be named 'Employee Services' to better reflect the functions it is responsible for performing.</p>	<ul style="list-style-type: none"> • The name of this team will be updated to 'People, Sustainability and Place'. • This group brings together many interrelated functions from across Te Pou Rangatōpū and while the intention was to raise the profile of sustainability within the organisation, the proposed name did not recognise the significant focus on people this group must maintain. • 'People Advisory/Employee Services' will be named 'Employee Services'.

No.	Key theme	Your feedback, suggestions, and questions	Our response
4	Health and Safety	The Health and Safety team was initially proposed to sit in the Employee Experience team within Organisation Development.	<ul style="list-style-type: none"> • Instead of reporting through to the Employee Experience Lead, a new Team Manager Health and Safety role will be established and report directly to the Manager Organisational Development. This role will oversee health and safety frameworks, tools and advice to the Ministry. Delivery of health and safety will remain a responsibility of business groups.
5	HR Business Partners team	<p>It was initially proposed to establish a HR Business Partners team led by a tier 4 role. This team was proposed to include HR Business Partners and an Advisory Services team.</p> <p>We received feedback suggesting there could be additional benefits realised by placing HR Business Partners closer to a group they work with frequently.</p>	<ul style="list-style-type: none"> • The HR Business Partner forms part of the Strategic Workforce and Insights team and reports directly to the Manager, Strategic Workforce and Insights. • The Manager, HR Business Partners will not be established, as initially proposed. • This decision was made because HR Business Partners are in unique positions within the organisation where they can inform and enrich the people-related insights. Furthermore, this clarifies the intention for Business Partners to provide strategic advice and services. • The Advisory Services team moves into Employee Services within People, Sustainability and Place.

No.	Key theme	Your feedback, suggestions, and questions	Our response
6	Delegations for Property and Sustainability	Feedback questioned which roles would hold the property and sustainability delegations and whether it is appropriate for these delegations to be held by a tier 4 manager role within Te Pou Rangatōpū.	<ul style="list-style-type: none"> • The property and sustainability delegations will be held by the Manager, Property and Sustainability as initially proposed which will be worked through as part of the implementation of the Te Pou Rangatōpū operating model. • A review of delegations will be completed to ensure that managers have the appropriate delegations to carry out their respective functions. • The Manager, Property and Sustainability is intended to work closely with the Chief Financial Officer when needed to perform duties. However, this will be reviewed in more detail during the development of Governance and Decision-Making frameworks (see 'What happens next' in overview section).
7	Te Tāhuhu o te Mātauranga Inclusivity Strategy	Feedback suggested the proposal did not adequately allocate responsibility for providing high-quality, strategic advice on inclusivity, capability building and training across Te Tāhuhu to address equity issues for disabled people. Feedback suggested a function that focuses on disabled people, like that of the Racial Equity Office, with similar reporting lines should be established as part of this change proposal.	<p>We agree that responsibility for providing high-quality, strategic advice to address equity issues for disabled people was not adequately addressed in the proposal. We are clarifying that the Diversity and Inclusion team within Organisational Development holds the responsibility for developing and providing high-quality, strategic advice to address equity issues for disabled people. This team will develop policy relating to diversity and inclusion for all employees and candidates for employment, which will then be actioned by operational business units.</p> <p>Transactional activity within People, Sustainability and Place will transition to the Integration Services group over time and, consequently, allow the Specialist Portfolio to focus effort on Te Tāhuhu o te Mātauranga strategies and policies such as the Inclusivity Strategy.</p>

No.	Key theme	Your feedback, suggestions, and questions	Our response
8	HR Business Partner role (formally Strategic Business Partner)	<p>We received feedback suggesting the HR Business Partner role (formally Strategic Business Partner) remain as it is currently structured, working to the tier 3 leader to deliver the cultural capability function of this role.</p> <p>Feedback suggested this is necessary to enable the delivery of the cultural capability aspect of the role such as providing cultural advice and a Te Ao Māori lens at the leadership table, leading programmes on key people capability initiatives to give effect to te Tiriti and leading cultural capability uplift.</p>	<p>The Strategic Business Partner role remains and will be named 'HR Business Partner' to align with other HR Business Partner roles. This role will report to the Manager, Strategic Workforce and Insights along with the other HR Business Partners, but will work to the General Manager People, Sustainability and Place to deliver the cultural capability function of the role.</p> <p>We agree with the feedback provided and believe this is necessary to enable the role to continue delivering change and fulfil the cultural capability aspects of the role.</p>

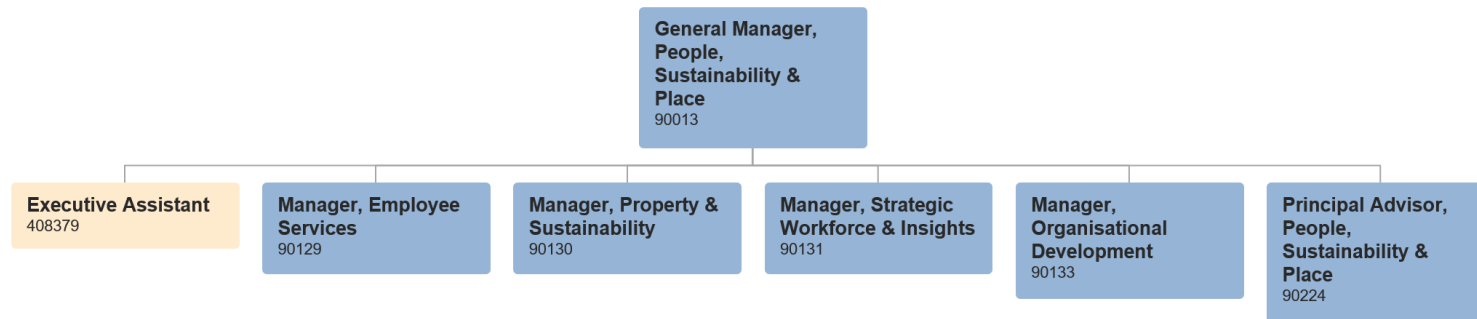
Confirmed structure

Please note that the following Te Pou Rangatōpū structure charts include contractor roles, however this does not indicate that these roles have been established permanently.

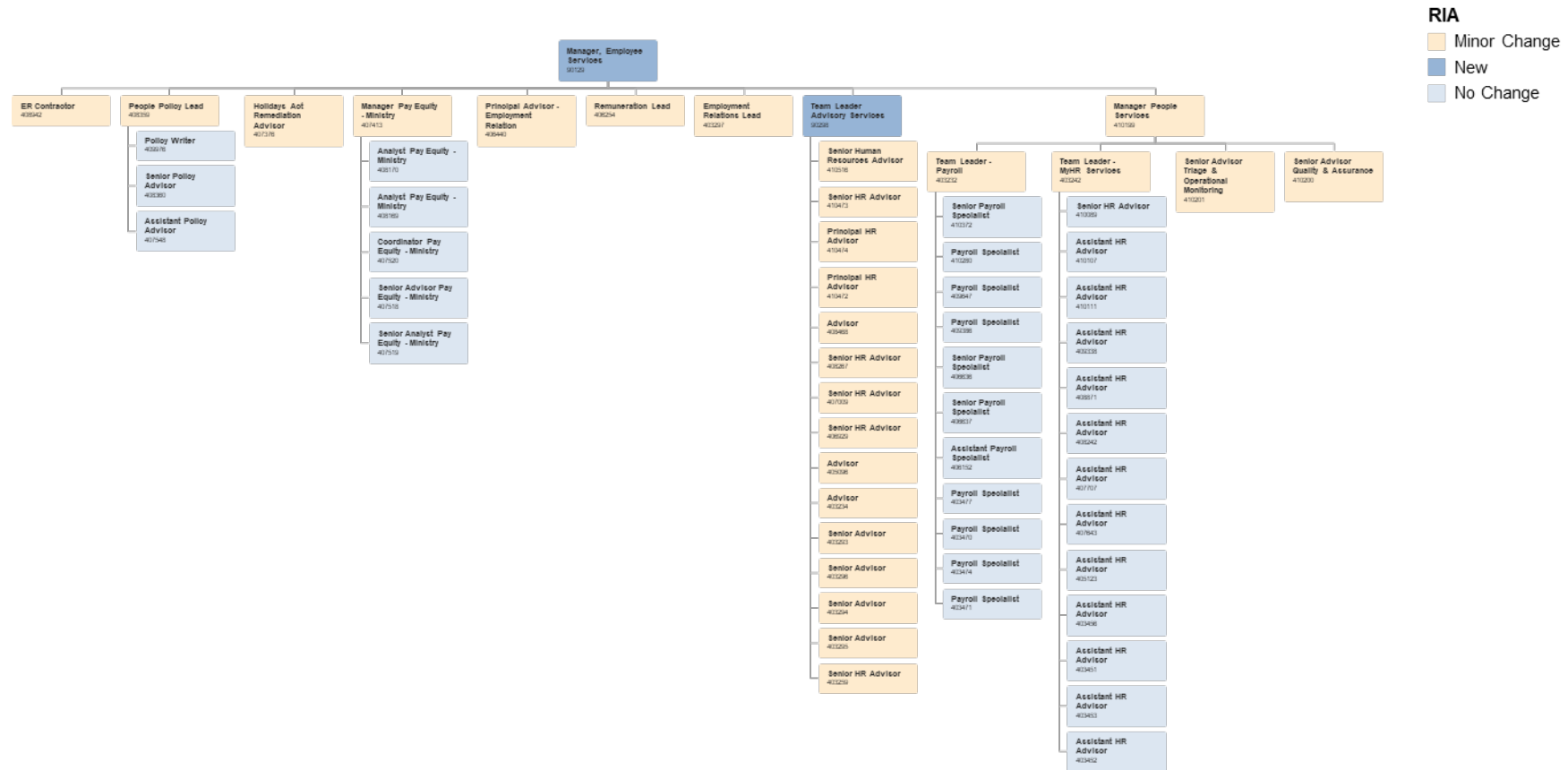
People, Sustainability and Place – tiers 3 and 4

RIA

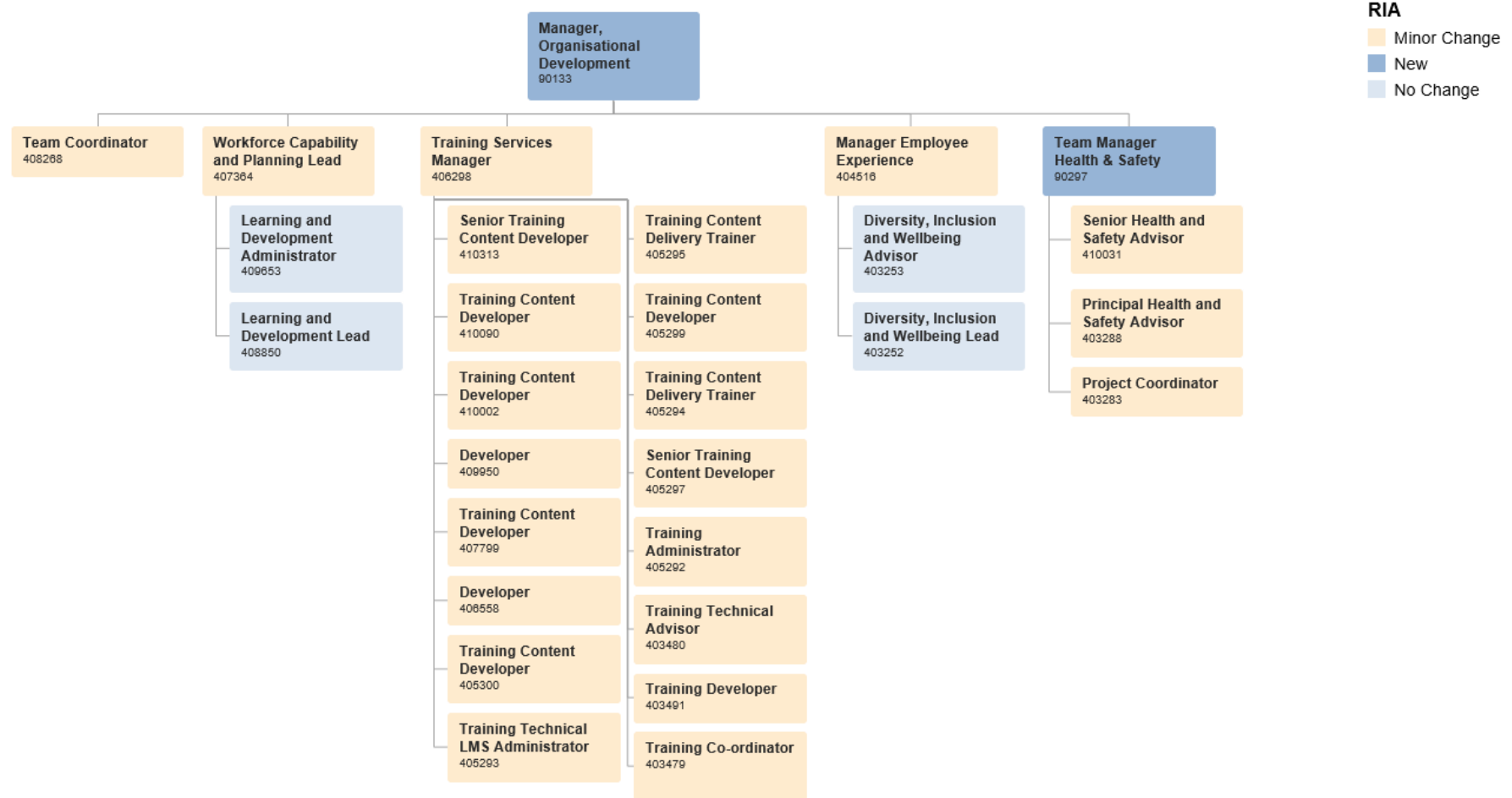
- Minor Change
- New
- No Change



People, Sustainability and Place – Employee Services team

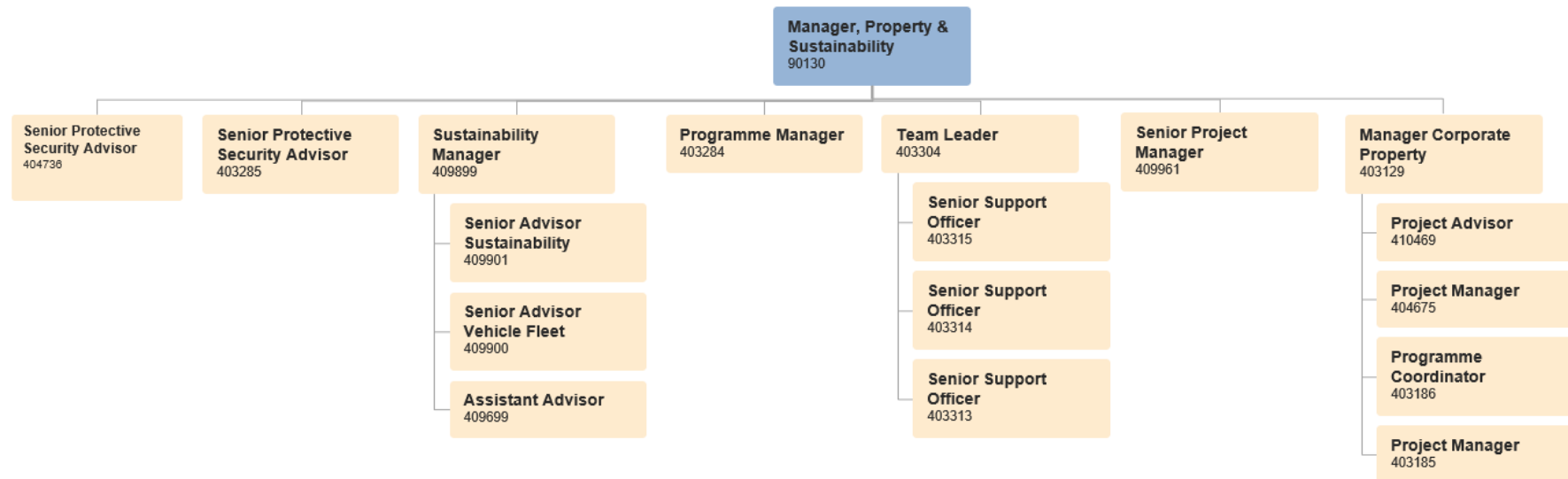


People, Sustainability and Place – Organisational Development team

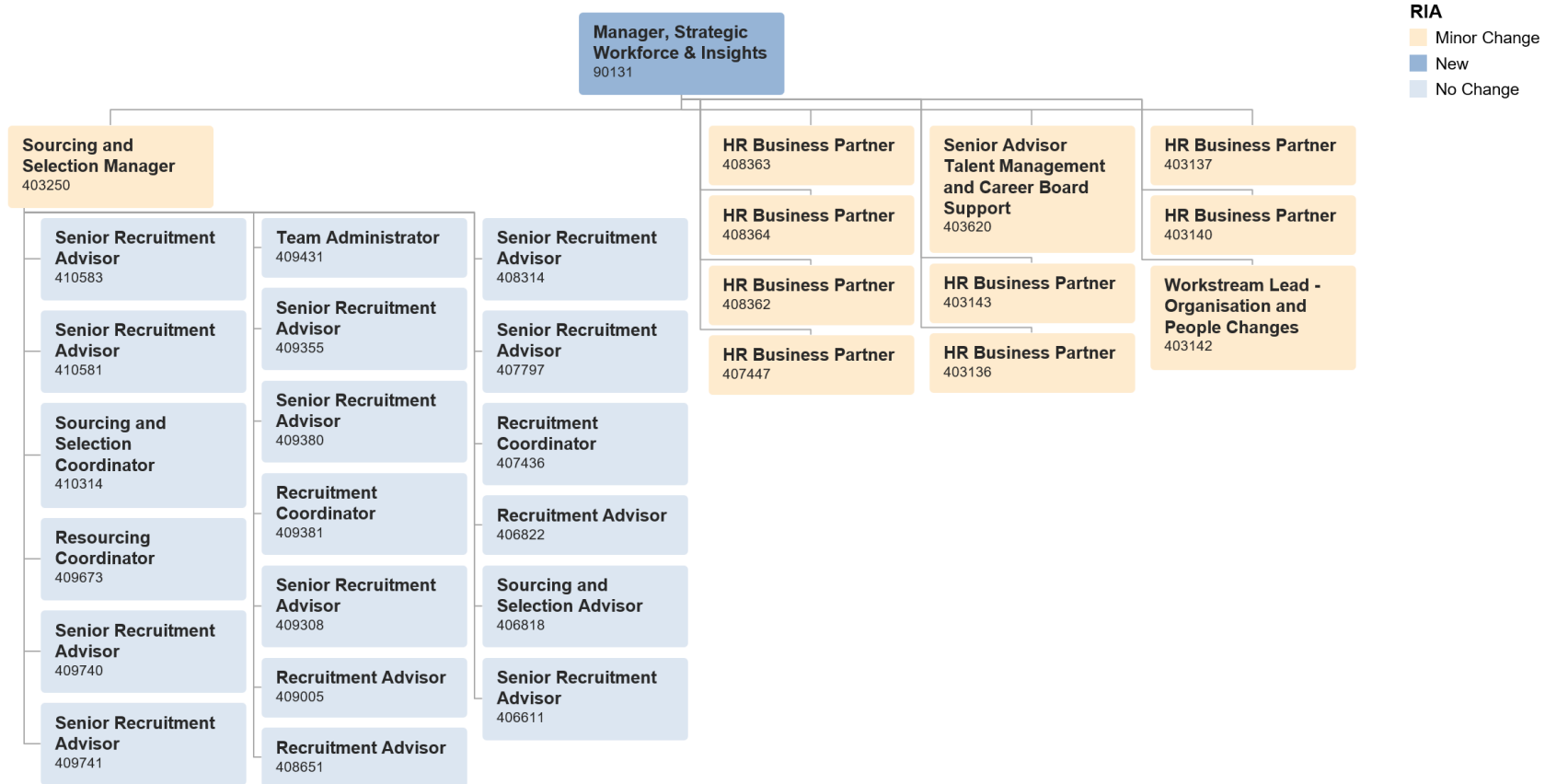


People, Sustainability and Place – Property and Sustainability team

RIA
 Minor Change
 New



People, Sustainability and Place – Strategic Workforce & Insights team



Finance

What is Finance and why is it important?

Finance will be responsible for delivering best practice finance advice and services to the organisation. This includes core financial planning, budgeting and management activities including contribution to the Annual Treasury budget process. The Finance function would have breadth across all finance and is to be a trusted advisor to Te Tāhuhu o te Mātauranga.

What are the main changes confirmed?

This function no longer combines finance and procurement, as initially proposed. All Te Pou Hanganga, Matihiko finance functions continue to move to Te Pou Rangatōpū Finance to reduce duplication across teams and achieve greater consistency of finance management frameworks, policies and processes.

The Finance team is led by a tier 3 leader and includes the following teams:

- Financial Control
- Capital Investments
- Financial Planning and Performance

The confirmed changes are:

No.	Key change area	Description of change
1	Separation of Finance and Procurement	Finance and Procurement functions will be separate. The name of this group is updated from 'Finance and Commercial' to 'Finance'.
2	Finance teams	<p>A Finance group will be established and consist of three significant teams:</p> <ul style="list-style-type: none">• Financial Control• Capital Investments• Financial Planning and Performance <p>This has changed from the initial proposal where a 'Procurement' team, 'Finance' team and a 'Financial Control' team were proposed.</p>
3	Establishment of a Chief Financial Officer	A Chief Financial Officer role will be established as a direct report to Hautū Te Pou Rangatōpū, and the Deputy Chief Financial Officer role will be removed.

No.	Key change area	Description of change
4	Disestablishment of the National Finance Manager, Te Pou Hanganga, Matihiko	The National Finance Manager, Te Pou Hanganga, Matihiko role will be disestablished. After careful consideration of feedback received, the Finance Manager, Management Accounting role and team will report to the Manager Financial Planning and Performance, and a new Manager Capital Investments tier 4 role will be established which will be responsible for leading other finance teams coming across from Te Pou Hanganga, Matihiko.
5	Tier shift of Manager, Financial Planning and Performance	Manager, Financial Planning and Performance is raised from tier 5 to tier 4 to lead the Financial Planning and Performance team.
6	Tier shift of Finance Managers	Finance Managers are raised from tier 6 to tier 5 as direct reports to the Manager, Financial Planning and Performance (tier 4).
7	Movement of Te Pou Hanganga, Matihiko Finance	Te Pou Hanganga, Matihiko Finance moves from its current location and is integrated into Te Pou Rangatōpū Finance functions, with a proposed transition date of 31 March 2023.
8	Executive Assistant to the Chief Financial Officer and Chief Procurement Officer	The current Executive Assistant to the Chief Financial Officer and the Chief Procurement Officer will continue to report and provide executive support to both tier 3 leaders.
9	Principal Advisor Finance and Commercial	The Principal Advisor Finance and Commercial role will not be established.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Raise Finance Managers to the same tier as HR Managers	<p>Finance Managers were initially proposed to shift from tier 5 to tier 6 and HR Business Partners were proposed to be tier 5.</p> <p>We received feedback highlighting that the Finance Manager was similar to the Human Resources Strategic Business Partner but at a lower tier and suggesting that the two roles should have the same structural approach.</p> <p>The commentators highlighted that Finance Managers would be unable to effectively perform their functions at tier 6 and should therefore sit at tier 5.</p>	<ul style="list-style-type: none"> • The Manager, Financial Planning and Performance is raised to tier 4 to lift Finance Managers as direct reports to tier 5 to achieve consistency with HR Business Partners. • There are now no tier changes to all reports to the Finance Managers as initially proposed. • Raising Finance Managers to tier 5 will achieve consistency and alignment of materially similar roles and functions across Te Pou Rangatōpū.
2	Remove the Deputy Chief Financial Officer role	<p>We initially proposed establishing a new Deputy Chief Financial Officer role.</p> <p>We received feedback suggesting this role adds another layer within the Finance team without commensurate benefit.</p>	<ul style="list-style-type: none"> • The Deputy Chief Financial Officer role is removed, and the Manager, Financial Planning and Performance is made a direct report to the Chief Financial Officer. • The new tier 4 role Manager Capital Investment has been created due to the significant portfolio of capital investments that Te Tāhuhu o te Mātauranga manages, requiring specialist finance expertise and focus.

No.	Key theme	Your feedback, suggestions, and questions	Our response
3	Separate Finance and Procurement groups	<p>Feedback suggested Finance and Procurement should not be combined within one group in Te Pou Rangatōpū for the following reasons:</p> <ul style="list-style-type: none"> i. The capabilities required to perform finance and procurement tasks is not sufficiently similar to warrant the combination of these groups. ii. The Chief Procurement Officer needs to maintain authority within the organisation and should, therefore, be a tier 3 role and have a role within Te Pou Tokomanawa. iii. While it was acknowledged that finance and procurement functions need to work closely together, the additional layer within procurement is unjustified. iv. A tier 4 Chief Procurement Officer dilutes the importance and recognition of procurement as a profession and would make it difficult to recruit for this role. v. The career progression options for procurement professionals would be more limited if procurement was led by a tier 4 role within the organisation. 	<p>We agree with the feedback and a new Chief Procurement Officer role is created in a tier 3 position, accountable for all procurement practice across the Ministry, sitting within Te Pou Rangatōpū.</p> <p>We intended to realise synergies between Finance and Procurement by grouping them together. However, it is evident that although Finance and Procurement share a close relationship and need to work closely together, this does not outweigh the need to retain the Chief Procurement Officer as a tier 3 role to enhance the authority of that role and the team it leads.</p> <p>This has become particularly evident when reviewing feedback outlining the importance of a separate procurement function within Te Tāhuhu o te Mātauranga. The current Executive Assistant to the Chief Financial Officer and the Chief Procurement Officer was initially proposed to move to Finance and Commercial. Following the decision to separate Finance and Procurement groups, this role will continue to report and provide executive support to both tier 3 leaders.</p>

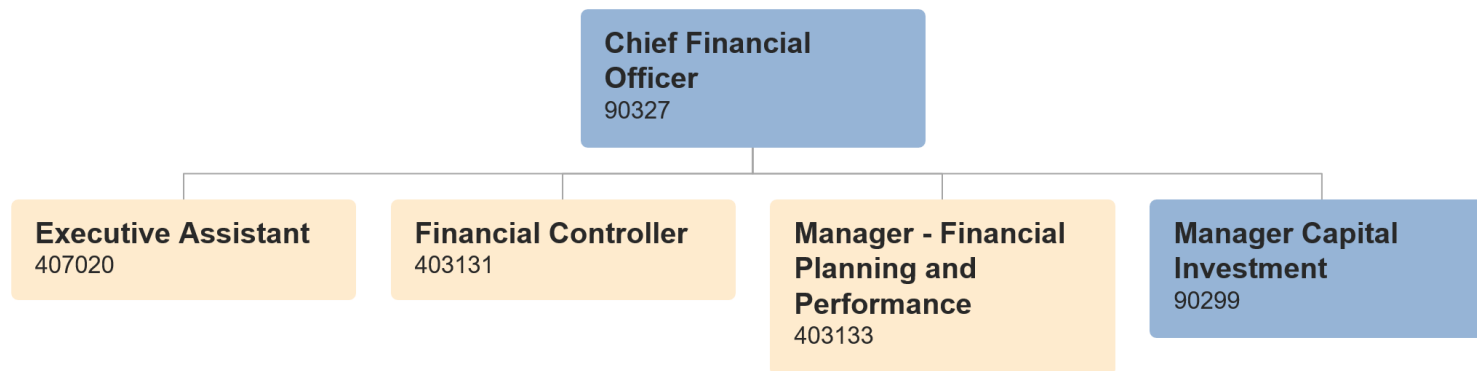
No.	Key theme	Your feedback, suggestions, and questions	Our response
4	Shift strategic planning to Finance	<p>Strategy and Performance was initially proposed to be responsible for strategy development within the organisation, and Finance was proposed to be responsible for financial planning.</p> <p>We received feedback suggesting this is a duplication of planning capability and, instead, all planning capability should be consolidated within Finance.</p>	<ul style="list-style-type: none"> • Strategy development responsibilities remain in Strategy and Performance and financial planning responsibilities, including long-term investment planning and strategic financial planning, remain in Finance (as proposed in the consultation document). Responsibility for developing planning frameworks, guidance and tools remain with Strategy and Performance but planning activity will be undertaken by each business unit. • Strategy development requires a specific set of specialist capabilities. These capabilities include, for example, an ability to identify opportunities and risks, analyse and interpret macro-economic and micro-economic trends, market analysis, storytelling and stakeholder management. • Financial planning requires a specific set of specialist capabilities, different to those required for strategy development. • Finance remains responsible for long-term investment planning and the strategic financial planning. • We acknowledge that Finance and Strategy and Performance need to work together through established ways of working to create integration throughout the planning lifecycle.

Confirmed structure

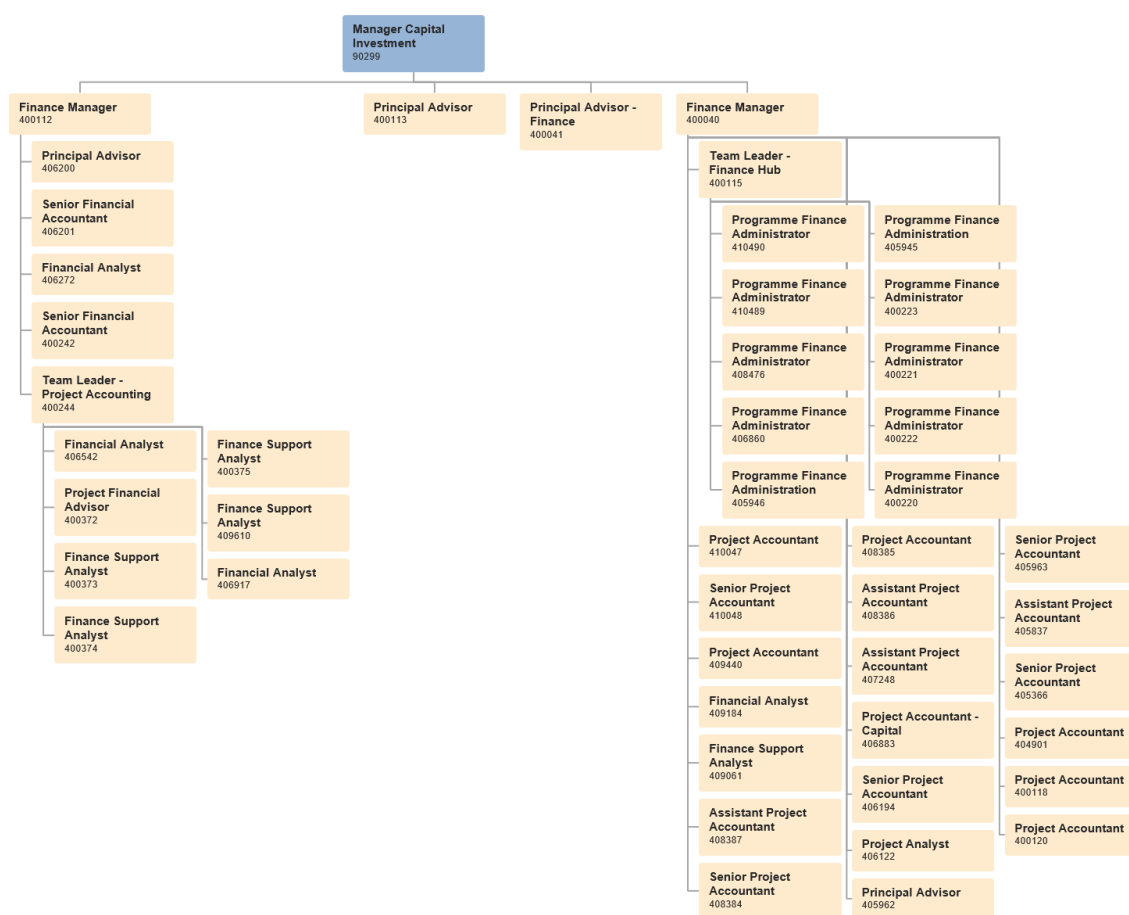
Please note that the following Te Pou Rangatōpū structure charts include contractor roles, however this does not indicate that these roles have been established permanently.

Finance – tiers 3 and 4

RIA
Minor Change
New
No Change



Finance – Capital Investment team

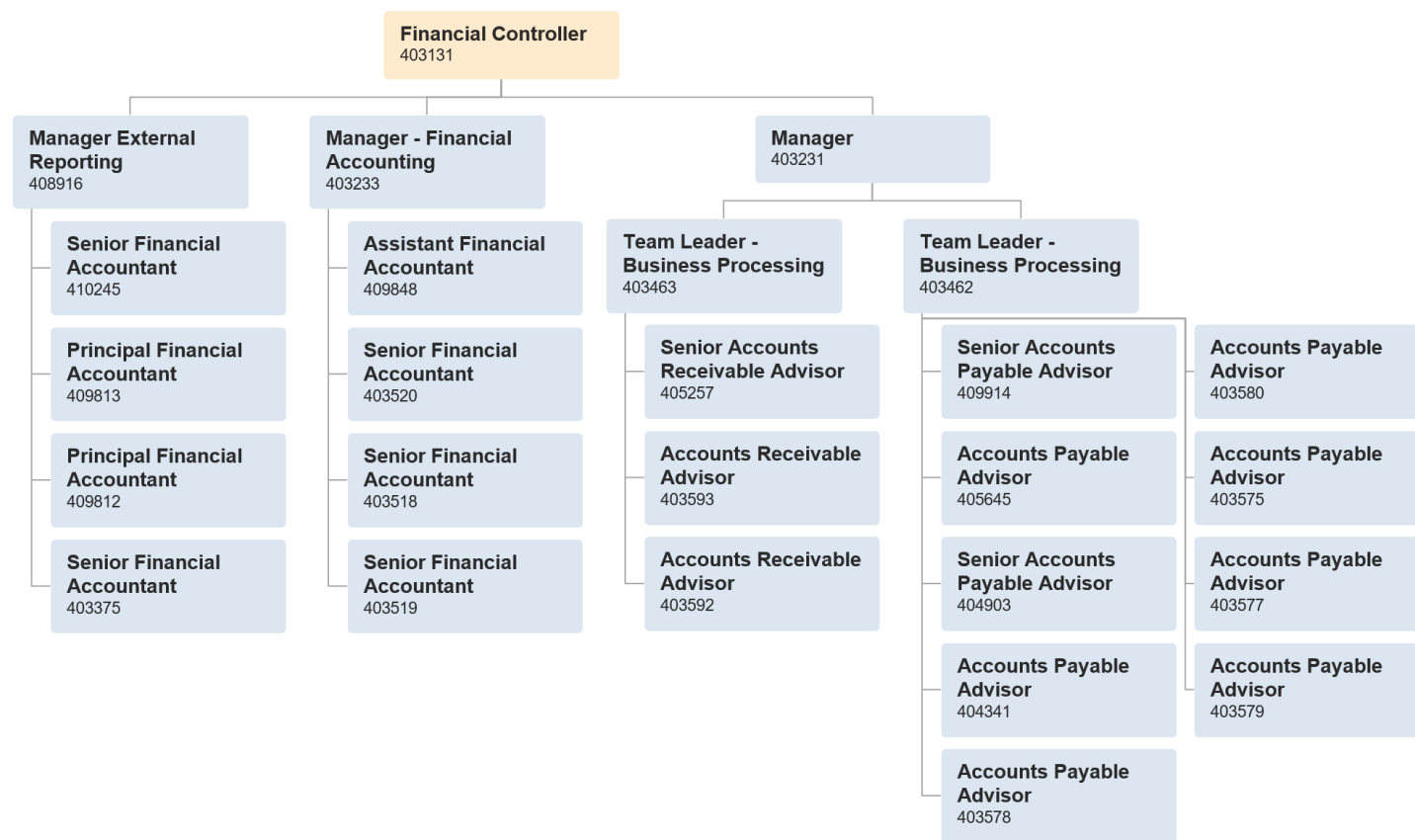


RIA

Minor Change

New

Finance – Financial Control team



RIA

Minor Change

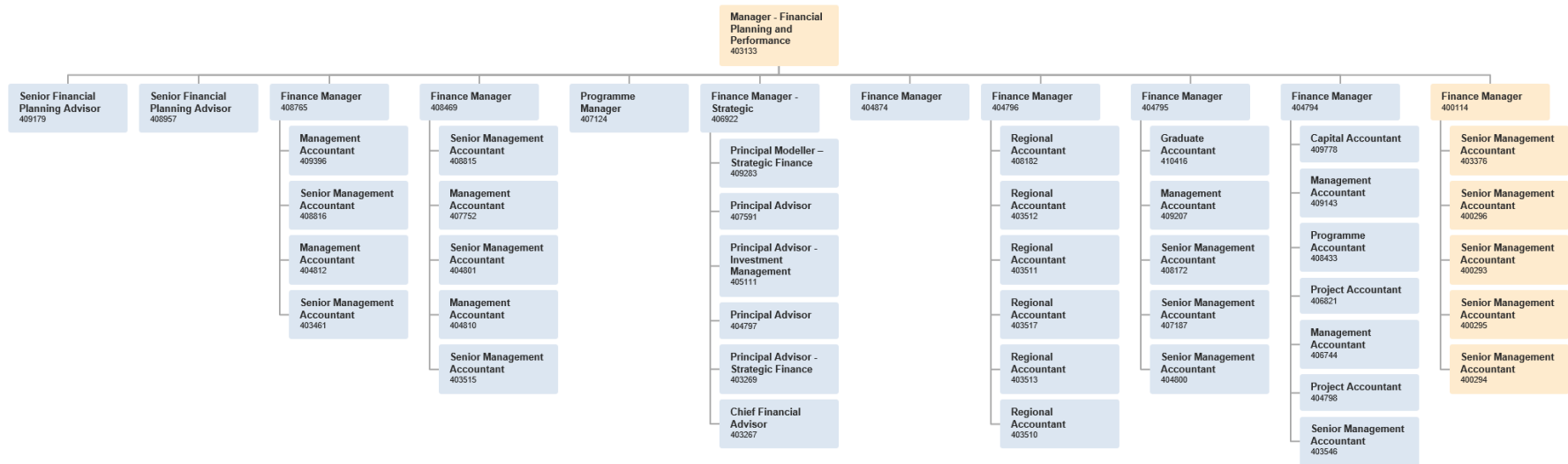
No Change

Finance – Financial Planning and Performance team

RIA

Minor Change

No Change



Procurement

What is Procurement and why is it important?

It is intended that the Procurement function holds the strategic lead on all procurement matters across Te Tāhuhu o te Mātauranga. This includes leading the procurement strategy and monitoring all procurement activities to align with broader best-practice government procurement direction and guidance.

The procurement team is responsible for the full lifecycle of procurement from market engagement and market awareness, supporting procurement processes, administering contractual agreements, and maintaining commercial, contractual and strategic relationships with suppliers. The procurement function will provide knowledge and advice on major procurement activities and maintain the relevant frameworks and guidance in line with All of Government Procurement guidelines.

What are the main changes confirmed?

The confirmed changes are:

No.	Key change area	Description of change
1	Chief Procurement Officer	Establish a new Chief Procurement Officer as a direct report to Hautū Te Pou Rangatōpū with a significantly increased accountability and scope, overseeing all Te Tāhuhu o te Mātauranga procurement practices.
2	Existing Te Pou Rangatōpū Procurement team	The existing Procurement team within Te Pou Rangatōpū reports to the newly established Chief Procurement Officer.
3	Te Pou Hanganga, Matihiko Procurement	The Chief Procurement Officer, appointed by 31 March 2023, will be responsible for working with the respective Hautū to review and provide a recommendation by 30 April 2023 on the best approach to greater integration of procurement functions, and how and when to implement this. Any affected and impacted people will be consulted on proposed changes before a decision is made.

No.	Key change area	Description of change
4	Review other procurement functions across Te Tāhuhu o te Mātauranga	The Chief Procurement Officer will review other procurement functions and activities across Te Tāhuhu o te Mātauranga with the intention to reduce duplication and provide a proposed recommendation to Te Pou Tokomanawa in the second half of 2023. Any proposed recommendations on other business units are unlikely to be implemented until the end of 2023 and will include further consultation with affected and impacted people before a decision is made.
5	Executive Assistant to the Chief Financial Officer and the Chief Procurement Officer	The current Executive Assistant to the Chief Procurement Officer and Chief Financial Officer will continue to report and provide executive support to both tier 3 leaders.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Separate Finance and Procurement groups	<p>Feedback suggested Finance and Procurement should not be combined within one group in Te Pou Rangatōpū for the following reasons:</p> <ul style="list-style-type: none"> i. The capabilities required to perform finance and procurement tasks is not sufficiently similar to warrant the combination of these groups. ii. The Chief Procurement Officer needs to maintain authority within the organisation and should, therefore, be a tier 3 role and have a role within Te Pou Tokomanawa. iii. While it was acknowledged that finance and procurement functions need to work closely together, the additional layer within procurement is unjustified. iv. A tier 4 Chef Procurement Officer dilutes the importance and recognition of procurement as a profession and would make it difficult to recruit for this role. v. The career progression options for procurement professionals would be more limited if procurement was led by a tier 4 role within the organisation. 	See response to key theme 'Separate Finance and Procurement groups' in the feedback table under the Finance section.

No.	Key theme	Your feedback, suggestions, and questions	Our response
2	Chief Procurement Officer tier	Feedback suggested the Chief Procurement Officer should be a tier 3 role within the organisation to ensure it is seen as an authoritative and strategic position. This also acknowledges the significant resources managed by the procurement function and the size of the Chief Procurement Officer delegations.	We agree with the feedback received and as mentioned above, a decision has been made to split the procurement function from Finance and to create a new tier 3 Chief Procurement Officer role.
3	Te Pou Hanganga, Matihiko Procurement	We have received feedback suggesting the design principles guiding the design of Te Pou Rangatōpū have been applied inconsistently as some groups have been consolidated across Te Tāhuhu (such as Te Pou Rangatōpū Finance and Te Pou Hanganga, Matihiko Finance groups) whereas some apparent duplicate functions have not been consolidated. Feedback suggested that the Procurement groups within Te Pou Rangatōpū and Te Pou Hanganga, Matihiko were duplicates and should be consolidated.	We agree with the feedback. A decision has been made to move towards greater integration of procurement functions, with details to be worked through in early 2023. The new Chief Procurement Officer, appointed by 31 March 2023, will be responsible for working with the respective Hautū to review and provide a recommendation by 30 April 2023 on the best approach to integration, and how and when to implement this. Any affected and impacted people will be consulted on proposed changes before a decision is made.
4	Review other procurement functions across Te Tāhuhu o te Mātauranga	Feedback suggested other procurement activity occurring across Te Tāhuhu o te Mātauranga should also be reviewed and consolidated within the Te Pou Rangatōpū Procurement group to remove duplication.	We agree with this feedback. As noted above, to move towards greater integration of procurement functions, the Chief Procurement Officer will work with other business areas (such as Te Pae Aronui) to assess options to reduce any other possible duplication of procurement activities / functions for Te Pou Tokomanawa consideration in the second half of 2023 (post-June 2023). Any affected or impacted people will be consulted on proposals.

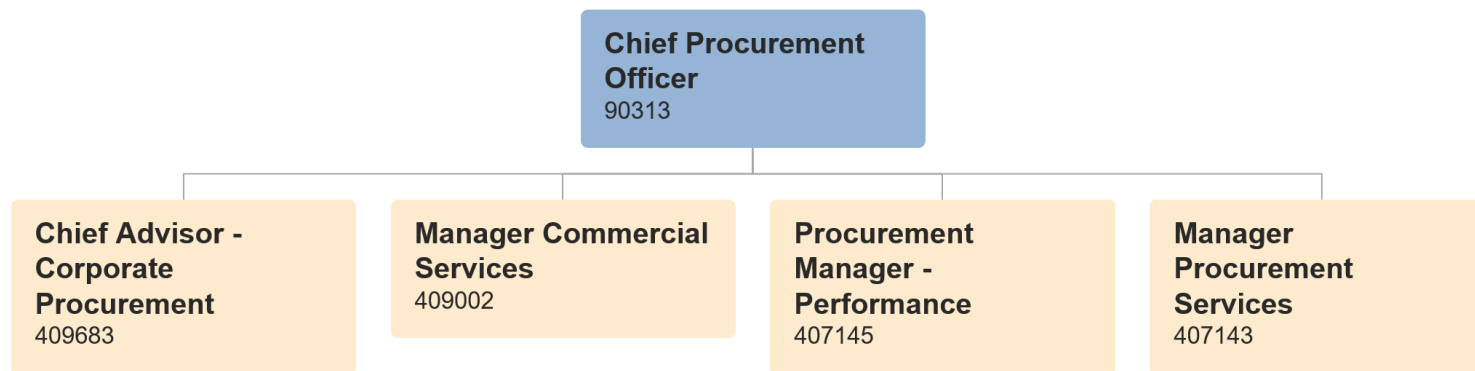
Confirmed structure

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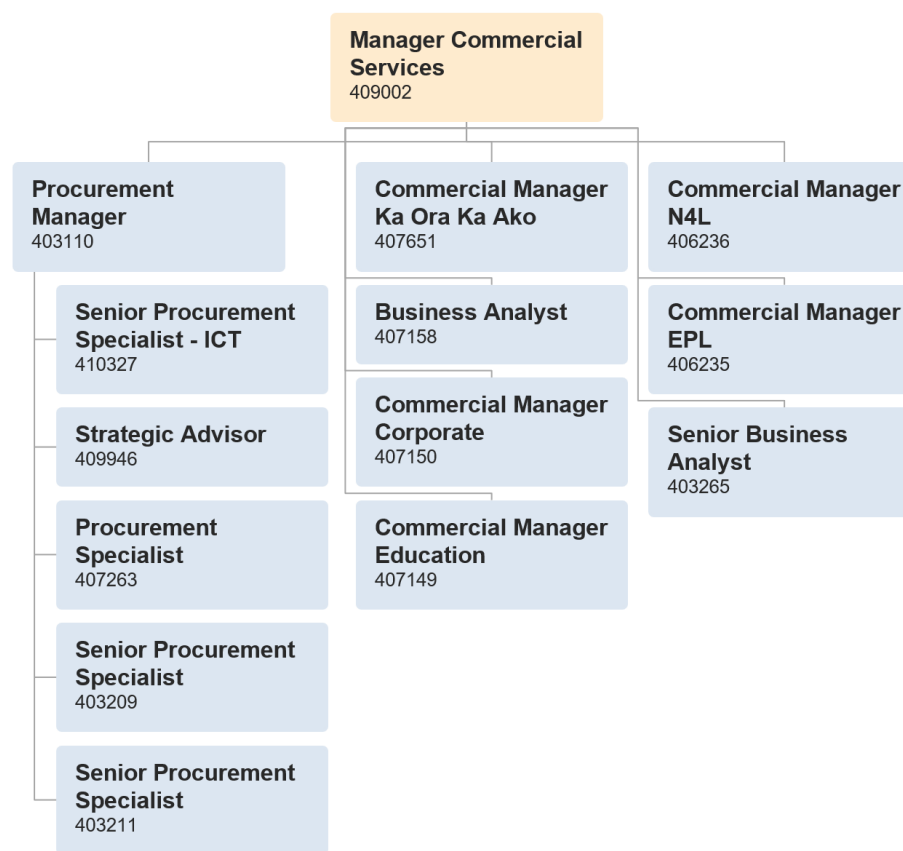
Procurement – tiers 3 and 4

RIA

- Minor Change
- New
- No Change



Procurement – Commercial Services team



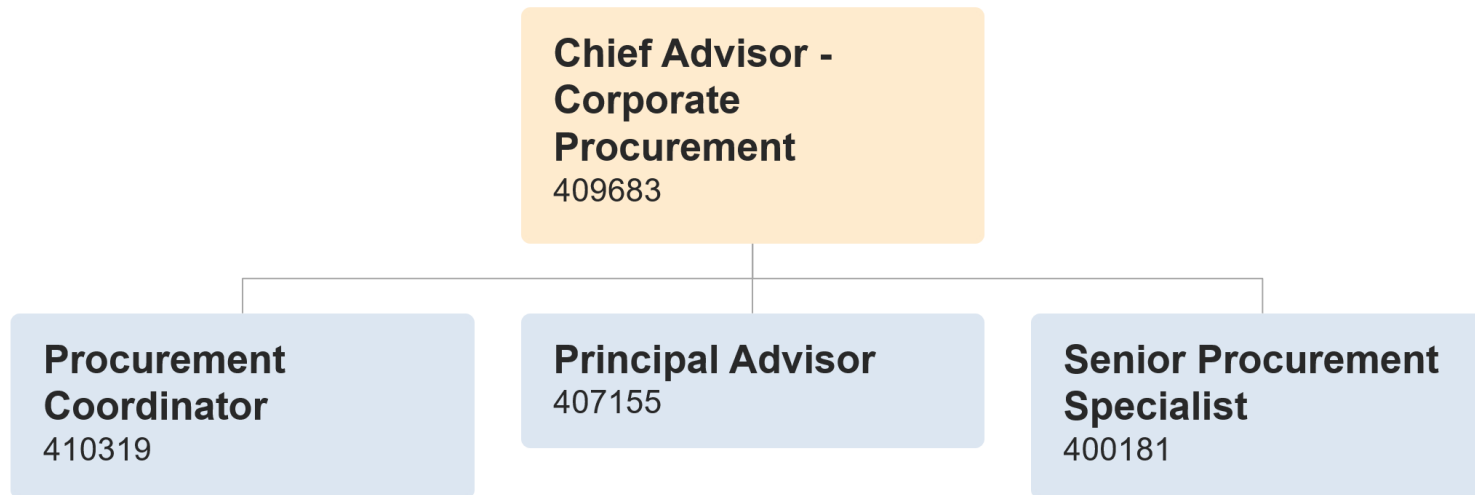
RIA

Minor Change

No Change

Procurement – Corporate Procurement team

RIA
Minor Change
No Change



Procurement – Performance team

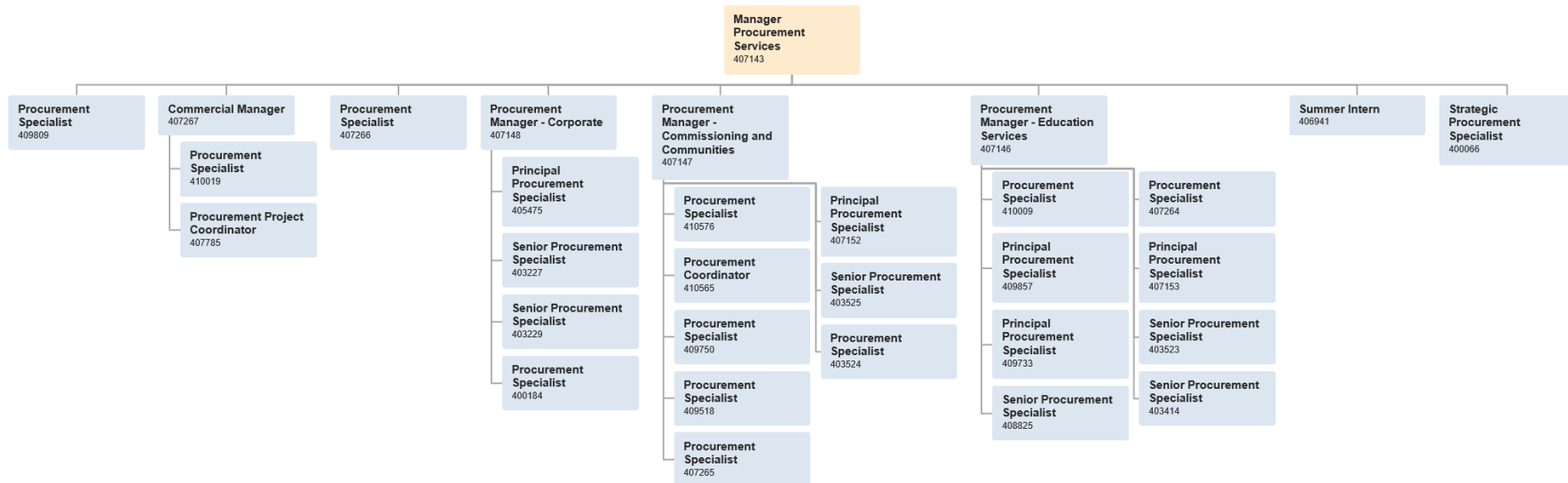


Procurement – Procurement Services team

RIA

Minor Change

No Change



Strategy and Performance

What is Strategy and Performance and why is it important?

Strategy and Performance brings together end-to-end Ministry strategy, planning and performance functions with enterprise-wide governance arrangements in place. Strategy and Performance will be responsible for setting planning frameworks, guidelines, and policies but the planning activity will remain a responsibility of individual business groups.

We are supporting best practice decision-making for the organisation by establishing enterprise-wide governance alongside risk management, planning and strategy. This group also includes a compliance reporting function, focused on organisational compliance with Te Pou Rangatōpū process and policy. Strengthening of the second line of defence will be a focus for the Risk and Performance team and is reflected in the risk management and compliance reporting functions the team will perform. This is also addressed through risk and compliance responsibilities for each tier 3 leader. The Performance and Risk team will include both a Principal Advisor Risk Management role, moving across from Te Pou Hanganga, Matihiko, and newly established Principal Advisor Risk and Principal Advisor Compliance roles.

Planning will be undertaken by business units across the Ministry, but the Strategy and Performance group will provide enabling guidance and frameworks.

This group includes a new Enterprise Portfolio Management Office ('**EPMO**') which will be integral in driving strategic alignment of programmes and projects and providing best-practice guidance and frameworks across all PMOs, programme, projects and change delivery. The EPMO will review and approve PMO, programme/project and change workplans throughout the planning cycle so that change activity across Te Tāhuhu o te Mātauranga is coherently aligned to organisational strategy. The EPMO will hold a governance and monitoring role of the prioritisation and performance of programmes and projects across the organisation and will advise Te Pou Tokomanawa to support investment decision-making as well as report on portfolio performance.

PMOs will remain in their relevant business group to deliver on their respective portfolios, programmes and projects and will be required to follow guidance and standards set by the EPMO to inform consistency, reporting and good practice across the Ministry. The EPMO is intended to be a key enabler of PMO groups across Te Tāhuhu o te Mātauranga and not merely a compliance function.

What are the main changes confirmed?

The Strategy and Performance team will be led by a tier 3 leader and includes the following teams:

- Strategy and Governance

- Performance and Risk
- EPMO

The confirmed changes are:

No.	Key change	Description of change
1	Strategy and Performance group	<p>A Strategy and Performance group will be established and consists of three significant teams:</p> <ul style="list-style-type: none"> • Strategy and Governance • Performance and Risk • EPMO <p>This has changed from the initial proposal where a 'Strategic Planning and Performance' team, a 'Governance and Risk' team and an 'EPMO' team were proposed. This change has been made to combine functions to better reflect the needs of Te Tāhuhu o te Mātauranga and the grouping of complementary functions.</p>
2	Name of Strategy and Performance	The name of this group will be 'Strategy and Performance'. Note, the name was initially proposed to be 'Governance, Planning and Performance'.
3	Establishment of new tier 4 leaders	New tier 4 leaders will be established for each team in Strategy and Performance. This includes a Manager Strategy and Governance, Manager Performance and Risk, and Manager EPMO.
4	Movement of Governance team	Governance moves from its current location in Te Pou Rangatōpū Corporate Strategy and Performance Hub to the Strategy and Governance team within Te Pou Rangatōpū Strategy and Performance.
5	Movement of Risk team	Risk moves from its current location in Te Pou Rangatōpū Corporate Strategy and Performance Hub to Performance and Risk within Te Pou Rangatōpū Strategy and Performance.
6	Movement of Ministry Delivery Framework, PPM Tools and Project and Investment advisory service	This service moves from its current location in Te Pou Rangatōpū Corporate Strategy and Performance Hub to the EPMO team within Te Pou Rangatōpū Strategy and Performance.
7	Movement of Planning and Performance, Organisational Strategy and Business Planning and Accountability and External Reporting	These functions move from their current location in Te Pou Rangatōpū Corporate Strategy and Performance Hub and form part of the Strategy and Governance team within Te Pou Rangatōpū Strategy and Performance.
8	Reporting line change for Principal Advisor Risk Management role, Te Pou Hanganga, Matihiko	The Principal Advisor Risk Management role in Te Pou Hanganga, Matihiko moves across to Performance and Risk within Te Pou Rangatōpū Strategy and Performance. This role will work alongside the newly established Principal Advisor Risk role to provide the organisation with a consolidated view of enterprise risk management.

No.	Key change	Description of change
9	Establishment of new Principal Advisor Compliance role	This role will be in Performance and Risk within Te Pou Rangatōpū Strategy and Performance.
10	Establishment of a new Principal Advisor Risk role	This role will be in Performance and Risk within Te Pou Rangatōpū Strategy and Performance.
11	Establishment of new Executive Assistant	A new Executive Assistant will be established to provide 0.5 FTE support to the General Manager Strategy and Performance. This role reports directly to the tier 3 leader.
12	EPMO name change	Naming convention change from 'ePMO' to 'EPMO'.
13	Name of Portfolio Management Support Office	The Programme Management Support Office within the EPMO is renamed 'Portfolio Management Support Office'.
14	EPMO Practice Lead title and role sizing changes	EPMO Practice Lead title changes from 'Team Leader' to 'Practice Lead' and Practice Lead, Portfolio Management Support Office role sizing update to align salary band with other EPMO Practice Leads.
15	EPMO investment authority change	Te Pou Tokomanawa holds the investment authority for programmes and projects, instead of the EPMO as initially proposed in the Consultation Document.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Shift strategic planning to Finance	It was proposed that Strategy and Performance be responsible for strategy development within the organisation and Finance was proposed to be responsible for financial planning. We received feedback suggesting this is a duplication of planning capability and, instead, all planning capability should be consolidated within Finance.	See response to key theme 'Shift strategic planning to Finance' under the Finance section.
2	Strategy and Performance team restructure	It was proposed that Te Pou Rangatōpū Strategy and Performance have a 'Strategic Planning and Performance' team and a 'Governance and Risk' team (as well as an EPMO team). We received feedback suggesting restructuring the two teams to better reflect team and group responsibilities.	<ul style="list-style-type: none"> Te Pou Rangatōpū Strategy and Performance will include a Strategy and Governance team and a Performance and Risk team instead of a 'Strategic Planning and Performance' team and 'Governance and Risk' team, as initially proposed. It is considered these functions have strong alignment and will set the teams up to deliver on Ministry strategy, governance and performance in a more streamlined manner. These changes have been made to clarify the planning remit of the group and combine functions and responsibilities in a way that better reflects the needs of Te Tāhuhu o te Mātauranga.
3	Responsibility for Business Continuity Management, Incident Management and Emergency Management	It was proposed that Business Continuity Planning and Emergency Management form part of Te Pou Rangatōpū Strategy and Performance. We received feedback suggesting Business Continuity Planning and Emergency Management is better aligned elsewhere in Te Pou Rangatōpū.	See response to key theme 'Responsibility for Business Continuity Management, Incident Management and Emergency Management' in the Integration Services section.

No.	Key theme	Your feedback, suggestions, and questions	Our response
4	Name change	<p>We received feedback to update team names and role titles to better reflect the scope and purpose of teams and roles.</p> <p>We recognise that the 'planning' word in Governance, Planning and Performance has caused confusion on where functions are performed across Te Pou Rangatōpū operating model.</p>	The name of this team is changed from 'Governance, Planning and Performance' to 'Strategy and Performance'. We see governance as a way of achieving strategy and measuring performance.
5	Shift the EPMO team into Procurement	<p>The EPMO was initially proposed to form part of Strategy and Performance, with the tier 4 Manager, EPMO reporting to the tier 3 leader, General Manager, Strategy and Performance.</p> <p>We received feedback suggesting the EPMO is better aligned to the functions performed by Procurement for greater visibility of the project and programme lifecycle, end-to-end view of its investment, engagement with third parties and performance against investment and deliverables.</p>	<ul style="list-style-type: none"> The EPMO remains part of Strategy and Performance as initially proposed. The appropriate location of the EMPO should be determined by the purpose of the EPMO in the organisation, which is to drive strategic alignment and consistency across PMOs throughout the Ministry and oversee best practice portfolio, programme, project and change frameworks, guidance and processes. The proposed EPMO is intended to enable PMOs across the organisation and drive implementation of the strategy.
6	Naming convention change from 'ePMO' to 'EPMO'	We received feedback suggesting the 'ePMO' acronym should be written as 'EPMO' to emphasise the importance of the enterprise and centralised function.	The acronym will be written as 'EPMO' to reflect feedback received.
7	Programme Management Support Office rename to 'Portfolio Management Support Office'	We received feedback suggesting the Programme Management Support Office be renamed to 'Portfolio Management Support Office' because the EPMO is looking after Portfolio Management which is the highest level in the P3M space.	The Programme Management Support Office is renamed to 'Portfolio Management Support Office'.

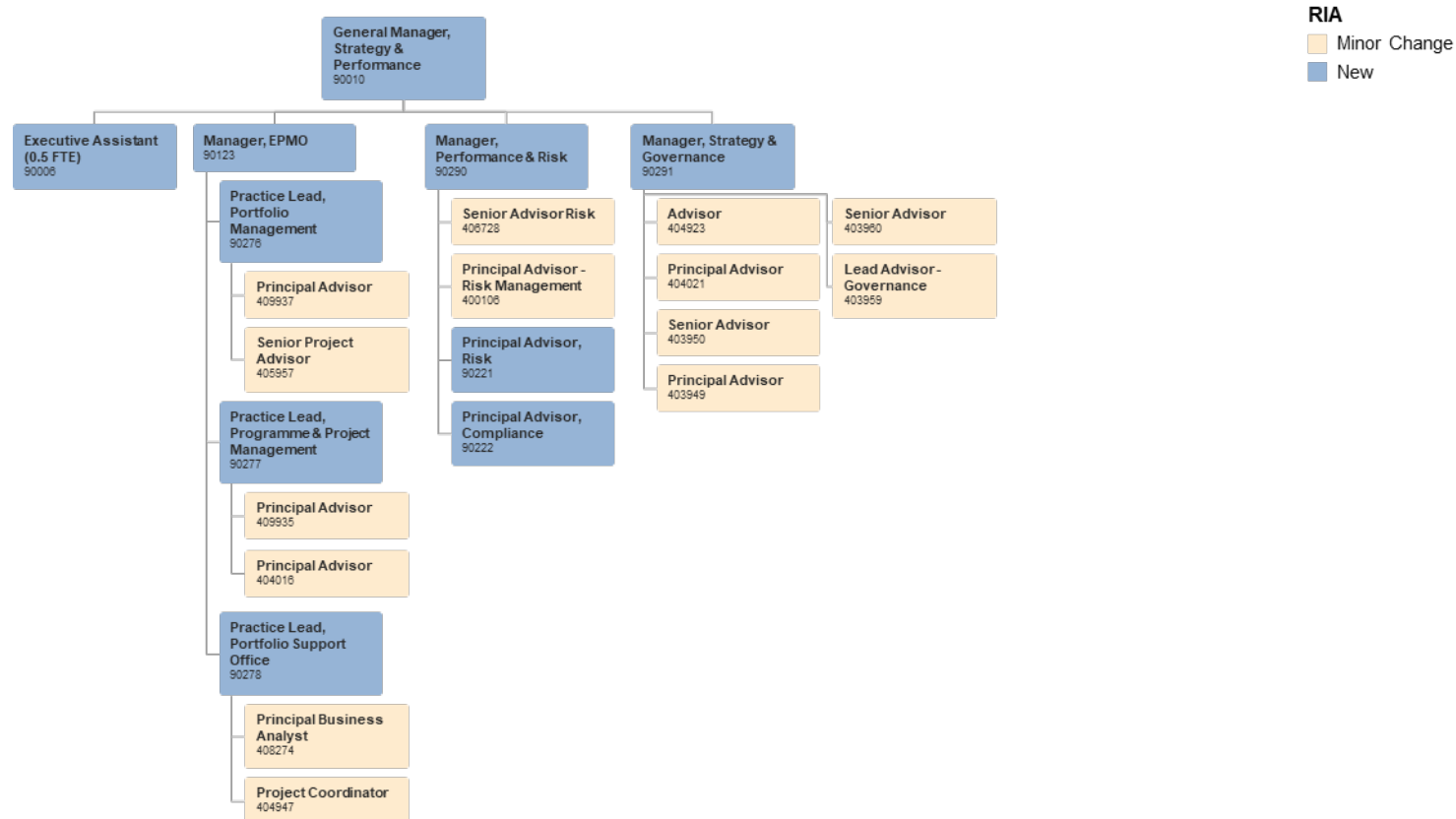
No.	Key theme	Your feedback, suggestions, and questions	Our response
8	Practice Lead role sizing and title changes	<p>The EPMO will have three tier 5 practice lead roles, including Practice Lead, Portfolio Management, Practice Lead, Programme and Project Management, Practice Lead, Portfolio Management Support Office. We received feedback recommending a title change from 'Team Leader' to 'Practice Lead' to elevate these positions and to reflect the importance of domain knowledge to effective thought leadership across the Ministry.</p> <p>We also received feedback suggesting Practice Lead roles be banded at the same level, as resources require the same broad knowledge or expertise and this should be reflected in the salary bands. The Practice Lead, Portfolio Management and Practice Lead, Programme and Project Management were initially proposed to be banded at M3, and the Practice Lead, Portfolio Management Support Office at M2.</p>	<p>The title of Team Leader roles in the EPMO changes to 'Practice Lead'; Practice Lead, Project Management Support Office will be re-sized and banded at M3 for consistency across all EPMO Practice Lead roles.</p>
9	EPMO investment authority	<p>The EPMO was initially proposed to hold investment authority for programmes and projects across the Ministry.</p> <p>Feedback received suggested the investment authority should sit at a higher level and be separate from the EPMO function, for example, with Te Pou Tokomanawa.</p>	<ul style="list-style-type: none"> • The EPMO will provide investment advice alongside Finance to key decision makers, including Te Pou Tokomanawa, for approval. • While the team will not hold investment authority (as proposed), they will work closely with Finance to understand the budget and planning and investment priorities. This will inform investment decisions by Te Pou Tokomanawa and facilitate programmes and projects authorisation and funding.

No.	Key theme	Your feedback, suggestions, and questions	Our response
10	Tier of EPMO leader	We received feedback suggesting the EPMO should be led by a tier 3 role within the organisation to give it the requisite authority to lead and influence change.	<ul style="list-style-type: none"> The EPMO forms part of the Strategy and Performance group and will be led by a tier 4 role as initially proposed. This aligns the number of direct reports for Te Pou Rangatōpū General Managers. Due to the seniority, accountability of the role, skills and capabilities, this role has been re-sized at M6.
11	Internal Audit	We received feedback suggesting a number of opportunities for change for first and second lines of defence in the Three Lines of Defence Model. Feedback recommended strengthening the second line and using second line elements to inform the proposed operating model to ensure staff and managers consistently do the right thing, compliance is effectively assessed and risks are being appropriately managed.	<ul style="list-style-type: none"> Strengthening of the second line will be a focus for the Risk and Performance team and is reflected in the risk management and compliance reporting functions the team will perform. This is also addressed through the establishment of the Principal Advisor Risk and Principal Advisor Compliance roles, as well as risk and compliance responsibilities for each tier 3 leader.

Confirmed structure

Please note that the following Te Pou Rangatōpū structure chart includes contractor roles, however this does not indicate that these roles have been established permanently.

Strategy and Performance – tiers 3 and 4



Communications, Engagement and Ministerials

What is Communications, Engagement and Ministerials and why is it important?

The Communications, Engagement and Ministerials group is responsible for overseeing and delivering external communications functions, organisational communications, ministerial services, records management and Māori and Pacific communications.

Communications, Engagement and Ministerials has an integral role proactively surveying our external landscapes to identify and manage emerging issues and create opportunities to build Te Tāhuhu o te Mātauranga's profile and reputation with external stakeholders. Communications, Engagement and Ministerials will work to strengthen the public's perception and experience of Te Tāhuhu o te Mātauranga, listen to the public and act as a key coordination point. The team will make our services easily identifiable and accessible through a consistent brand and build recognition of what we stand for and the mahi we deliver. Communications, Engagement and Ministerials helps uphold our transparency and accountability to the public, including through meeting record-keeping requirements. The team will also set internal communications strategy, frameworks, guidance and templates and manage internal communications channels to support a consistent look and feel across Te Tāhuhu o te Mātauranga communications to our people.

What are the main changes confirmed?

Our current approach to communications and engagement will change significantly. This will support us in strengthening our approach to an everchanging external landscape and support strengthened communications to the sector. The Communications, Engagement and Ministerials group will continue to be organised by function or expertise but will combine Government Executive and Ministerial Services (GEMS), Records Management and Communications and Stakeholder functions (which currently report to different Te Pou Rangatōpū tier 3 roles), under one 'Communications, Engagement and Ministerials' function.

The Communications, Engagement and Ministerials team will be led by a tier 3 leader and includes the following teams:

- Ministerial Services
- Engagement and External Communications
- Organisational Communications
- Records Management
- Māori and Pacific Communications

The Engagement and External Communications team in Communications, Engagement and Ministerials will lead the Ministry's communications 'community of practice', connecting communications teams across Te Tāhuhu o te Mātauranga where there are communications staff and teams in the Offices of the Hautū. The communications function in Te Pou Rangatōpū will provide the centre of expertise for communications.

The confirmed changes are:

No.	Key change area	Description of change
1	Communications, Engagement and Ministerials group	<p>A Communications, Engagement and Ministerials group will be established and consists of five teams:</p> <ul style="list-style-type: none"> • Ministerial Services • Engagement and External Communications • Organisational Communications • Record Management • Māori and Pacific Communications <p>This has changed from the initial proposal where a 'Strategic Communications' team and 'Ministerial Services' team were proposed. Organisational Communications, Māori and Pacific Communications and Records Management were proposed to sit in the Integration Services group.</p>
2	Name of Communications, Engagement and Ministerials	The proposed 'Public Affairs' will be named 'Communications, Engagement and Ministerials' to better reflect the purpose and functions delivered by this group.
3	Name of Engagement and External Communications	The proposed 'Strategic Communications' will be named 'Engagement and External Communications'.
4	Movement of Government Executive and Ministerial Services	This function moves from its current location in Te Pou Rangatōpū Government Executive and Ministerial Services to the Ministerial Services team, Communications, Engagement and Ministerials.
5	Movement of Communications and Stakeholder Engagement (externally focused)	Externally focused Communications and Stakeholder Engagement moves from Te Pou Rangatōpū Communications and Stakeholder Engagement to the Engagement and External Communications team, Communications, Engagement and Ministerials.
6	Movement of Internal Communications function	Internal Communications moves from its current location in Te Pou Rangatōpū Communications and Stakeholder Engagement to the Organisational Communications team within Communications, Engagement and Ministerials. Note, this function was initially proposed to move to Integration Services.

No.	Key change area	Description of change
7	Movement of Records Management	The Records Management function moves from its current location in Te Pou Rangatōpū Business Services to Communications, Engagement and Ministerials. Note, this function was initially proposed to move to Integration Services.
8	Establishment of a new Executive Assistant role	A new Executive Assistant will be established to provide full time support to the General Manager, Communications, Engagement and Ministerials. This role will report directly to the tier 3 leader.
9	Establishment of new tier 4 Manager, Engagement and External Communications role	A new Manager, Engagement and External Communications role will be established to lead the Engagement and External Communications team, Communications, Engagement and Ministerials.
10	Establishment of new tier 4 Manager, Organisational Communications	A new Manager, Organisational Communications role will be established to lead the Organisational Communications team, Communications, Engagement and Ministerials.
11.	Next phase process for current Corporate Communications and Communications Accounts Teams	Once the Manager, Engagement and External Communications and Manager, Organisational Communications are in place, they will work together to determine which roles are aligned with each team and given the needs of customers. This will be completed prior to the new structure taking effect by 31 March 2023 and will involve discussions with communications team members.
12	Principal Advisor role	The Principal Advisor role will not be established.
13	Manager, Māori and Pacific Communications name change	‘Chief Advisor Māori and Pacific Communications’ will be named ‘Manager, Māori and Pacific Communications’.
14	Reporting line change of Māori and Pacific communications function	The Manager, Māori and Pacific Communications and associated team, initially proposed to report to the Manager, Engagement and External Communications (formally proposed as Manager, Strategic Communications), will become a tier 4 direct report to the General Manager, Communications, Engagement and Ministerials.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Consolidate Te Pou Rangatōpū Communications functions	Feedback suggested that a consolidated internal and external communications function would provide greater expertise, or at least a 'dotted line' to the practice of communications across them.	<p>Internal communications and external communications functions within Te Pou Rangatōpū will remain together within the Communications, Engagement and Ministerials Specialist Portfolio. The proposed tier 4 Manager, Organisational Communications (formerly Manager, Internal Communications and Engagement) role will be established and will report to the General Manager, Communications, Engagement and Ministerials. The tier 4 Manager, Organisational Communications role was initially proposed to report to the General Manager, Integration Services; therefore all proposed roles reporting to the tier 4 Manager will have a consequential reporting line change.</p> <p>The responsibilities of the tier 3 General Manager, Communications, Engagement and Ministerials role will be broadened to accommodate the inclusion of Organisational Communications and the Manager, Māori and Pacific Communications role as direct reports.</p> <p>We have considered feedback and have decided not to split internal and external communications functions across two Te Pou Rangatōpū groups for the following reasons:</p> <ul style="list-style-type: none"> • The level of disruption caused to the internal and external communications functions outweigh the rationale for proposing to move the internal communications function to Integration Services. • Internal and external communications functions form part of the communications centre of expertise within Te Pou Rangatōpū 'end-to-end' communications process and significant benefits can be realised by structurally aligning these functions into one group. • Internal and external communications functions require a similar capability and should be structured together to enable specialism of communications expertise. This will mean the Communications, Engagement and Ministerials group will hold the communications centre of expertise. This has been a design principle guiding several of the decisions in this document. The initial

No.	Key theme	Your feedback, suggestions, and questions	Our response
			<p>understanding of the internal communications function and its relevance to the Integration Services group outweighed the need to consolidate similar capabilities to enable specialism of expertise. Feedback on the proposal has highlighted this weighting was not accurate.</p> <ul style="list-style-type: none"> • Career pathways for communications professionals are likely to be improved by structurally aligning internal and external communications functions. This will improve the employee value proposition for communications professionals and will, therefore, attract higher quality staff and improve recruitment activity. <p>The communications function will be part of a ‘community of practice’ that aligns communication practices across Te Tāhuhu o Mātauranga, including across Te Pou Rangatōpū. The Community of Practice Lead is expected to be the Manager, Engagement and External Communications.</p> <p>The Manager, Māori and Pacific Communications will become a tier 4 direct report to the General Manager, Communications, Engagement and Ministerials to consolidate communications resource across Te Pou Rangatōpū and to support Engagement and External Communications and Organisational Communications teams.</p> <p>The General Manager, Communications, Engagement and Ministerials will lead a further review of Te Pou Rangatōpū communications functions, including ways of working and the ‘community of practice’, to understand whether the new communications model is effective.</p> <p>The name of this Specialist Portfolio has been updated from ‘Public Affairs’ to ‘Communications, Engagement and Ministerials’ to better reflect the purpose and functions delivered by this group.</p>
2	GEMS change in tier	We received feedback suggesting GEMS should remain a tier 3 role given its importance in the organisation.	The leader of the GEMS team (Manager, Ministerial Services) will be a tier 4 role reporting to the General Manager Communications, Engagement and Ministerials. This decision was made because it reflects the context of the

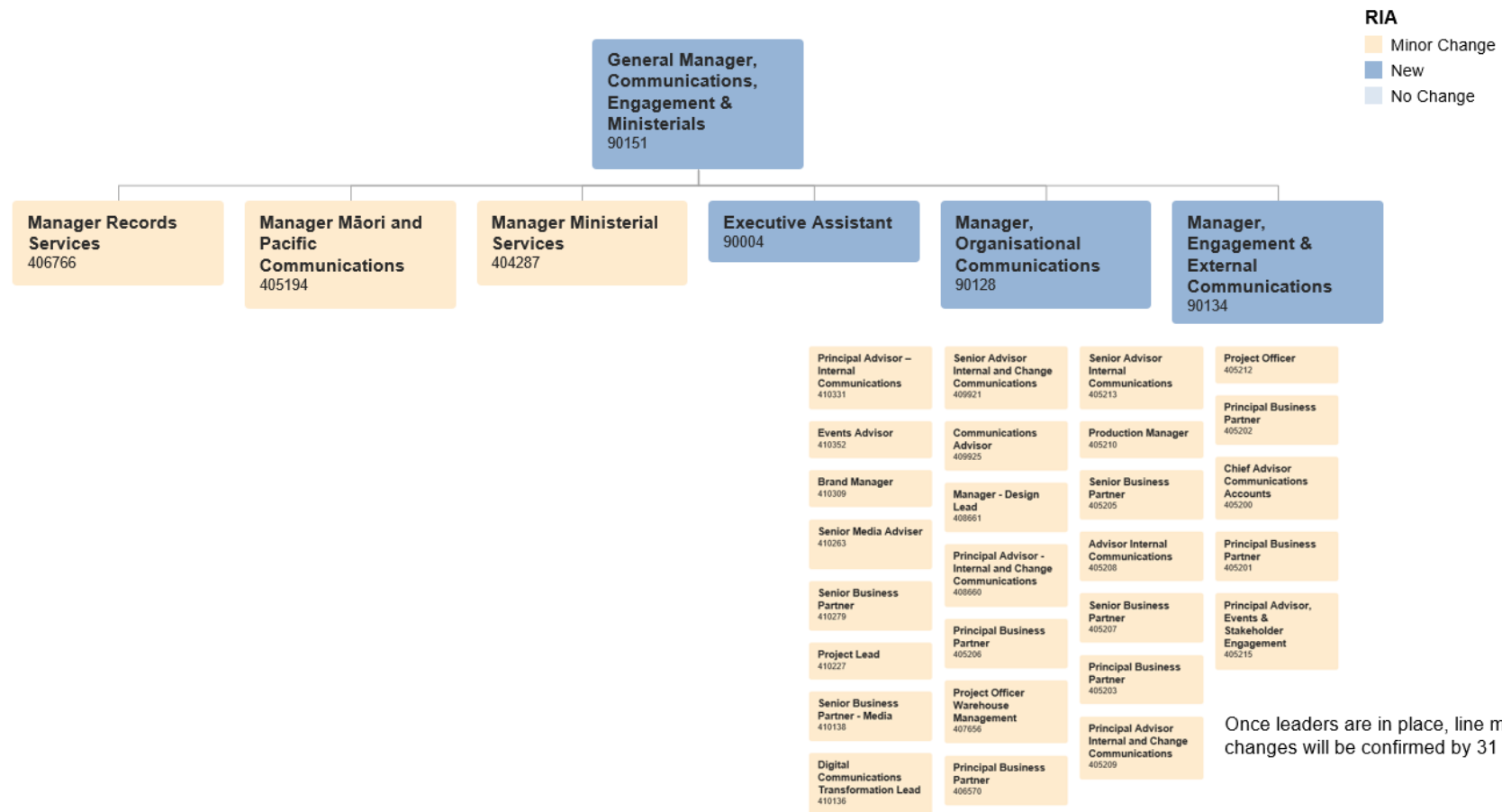
No.	Key theme	Your feedback, suggestions, and questions	Our response
			<p>Ministry and aligns with manager ministerial roles across other government agencies.</p> <p>The Manager Ministerial Services will be a substantial role through its lead on Ministerial Services operations and provision of support and guidance to the General Manager Communications, Engagement and Ministerials.</p>
3	GEMS is better aligned to Strategy and Performance or Privacy	<p>We received feedback suggesting the proposal to combine GEMS and external communications would join two large functions with different focuses, and that GEMS would be more closely aligned to other functions in Te Pou Rangatōpū.</p> <p>Feedback recommended GEMS would be more appropriately grouped with either the Strategy and Performance group or the Privacy team given one its core functions is to provide second-tier risk management, assurance and governance.</p>	<p>The current GEMS team moves to Communications, Engagement and Ministerials as proposed.</p> <p>The decision has been made to house GEMS and external communications together due to their aligned ways of working, shared focus and a joint responsibility to support the organisation to be transparent and accountable to the public and in communicating the organisation's message externally. Structuring these functions together outweighs options to group GEMS elsewhere and give effect to the following benefits:</p> <ul style="list-style-type: none"> • Unified issues identification and management • Joined-up and consistent external communications • An integrated access point for external engagement frameworks, processes and strategic advice • Effective management of relationships
4	Duplication of Manager, Ministerial Services role and General Manager Communications, Engagement and Ministerials role	<p>We received feedback suggesting there is overlap between the Manager Ministerial Services and General Manager Communications, Engagement and Ministerials (previously referred to as Public Affairs) roles. Feedback suggested that creating an extra layer will impact the team's ability to deliver equitable and excellent outcomes for tamariki and questioned whether it is necessary to establish both roles.</p>	<p>A tier 3 General Manager Communications, Engagement and Ministerials and tier 4 Manager Ministerial Services will be established as proposed.</p> <p>This decision has been made to recognise the key differences between the two roles:</p> <ul style="list-style-type: none"> • The General Manager Communications, Engagement and Ministerials role will have oversight and provide strategic leadership across all four teams within Communications, Engagement and Ministerials, including the provision of strategic leadership and advice to deliver key operational and statutory functions and oversight of the delivery of internal and external communications.

No.	Key theme	Your feedback, suggestions, and questions	Our response
			<ul style="list-style-type: none"> The Manager Ministerial Services will oversee daily operational support to the Minister's Office, is responsible for ensuring the Ministry is meeting key statutory and operational functions and provides strategic advice to support the Ministry to be open and transparent in line with relevant Acts.
5	Principal Advisor role	<p>Feedback questioned the need for this role alongside already existing Principal Advisor roles within GEMS and raised concerns of the link between the proposed new role with existing technical specialists.</p> <p>Feedback also questioned the need for this role to be a direct report to the General Manager Communications, Engagement and Ministerials.</p>	The Principal Advisor role will no longer be established. This decision recognises feedback that there are several existing Principal Advisor roles across the group providing sufficient technical expertise in their relevant teams.
6	Name change of Engagement and External Communications	<p>The external communications function was initially proposed to be named 'Strategic Communications'.</p> <p>We received feedback suggesting this name does not capture the media component of the work this team delivers, and that a different name would be more appropriate.</p>	'Strategic Communications' will be named 'Engagement and External Communications'. It is considered this name more appropriately captures the breadth of work this team is responsible for.
7	Move Records Management	Feedback highlighted that Records Management may be better functionally aligned to Legal and Privacy, Communications, Engagement and Ministerials (previously referred to as Public Affairs) or elsewhere in the Ministry (e.g., Te Pae Aronui).	See response to key theme 'Move Records Management' under the Integration Services section.

Confirmed structure

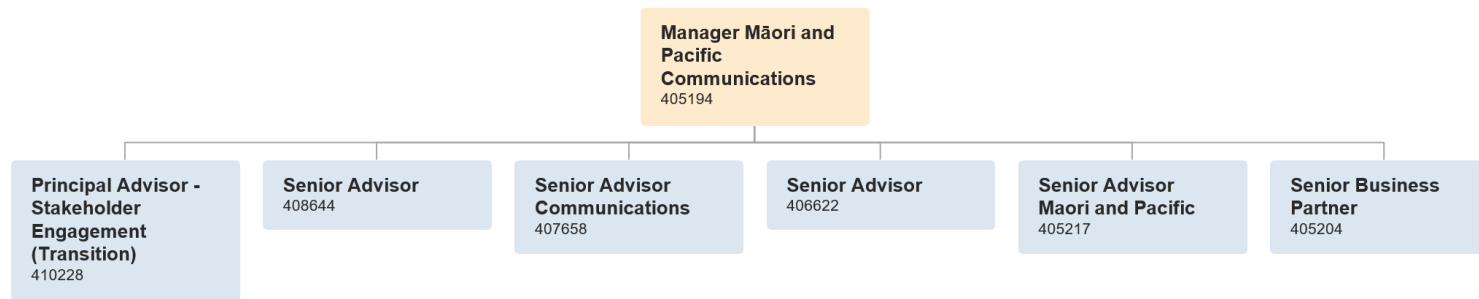
Please note that the following Te Pou Rangatōpū structure charts include contractor roles, however this does not indicate that these roles have been established permanently.

Communications, Engagement and Ministerials – tiers 3 and 4



Communications, Engagement and Ministerials – Māori and Pacific Communications team

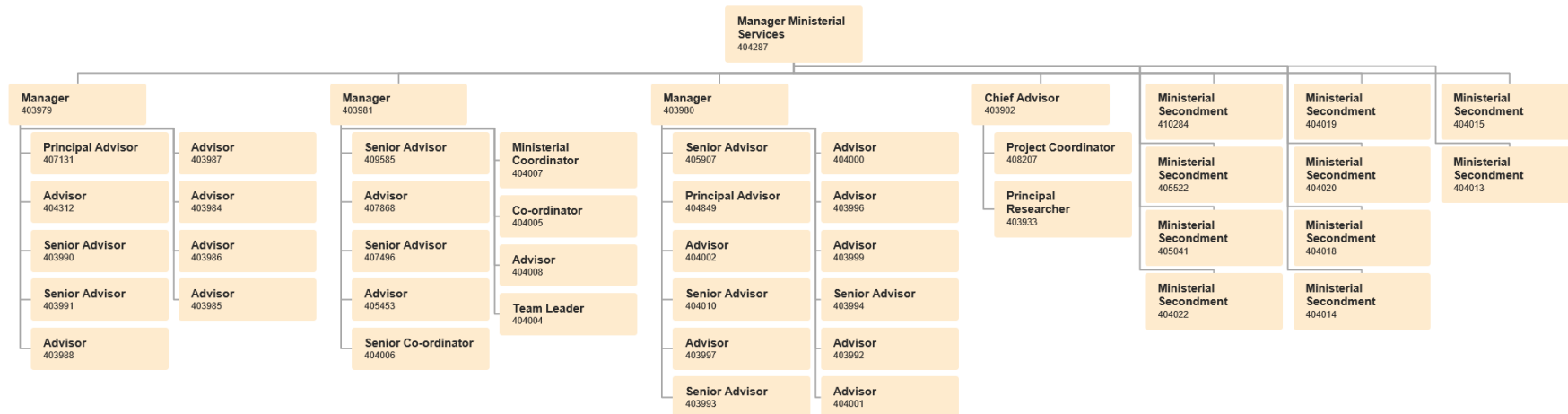
RIA
Minor Change
No Change



Communications, Engagement and Ministerials – Ministerial Services team

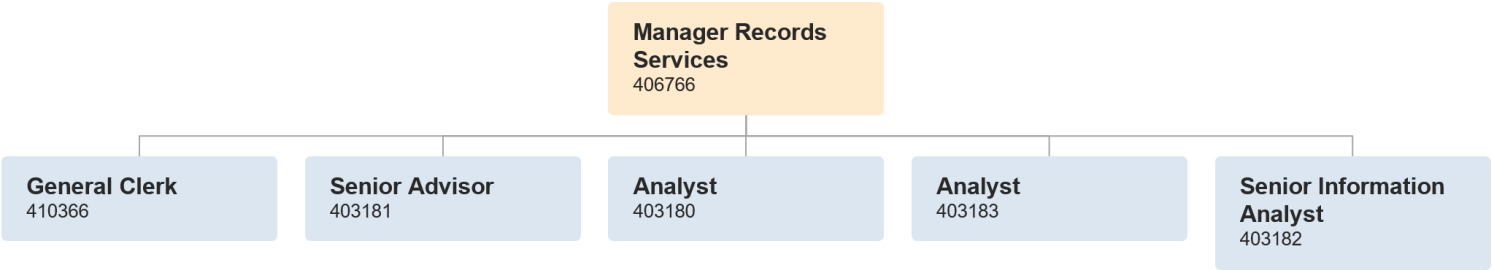
RIA

Minor Change

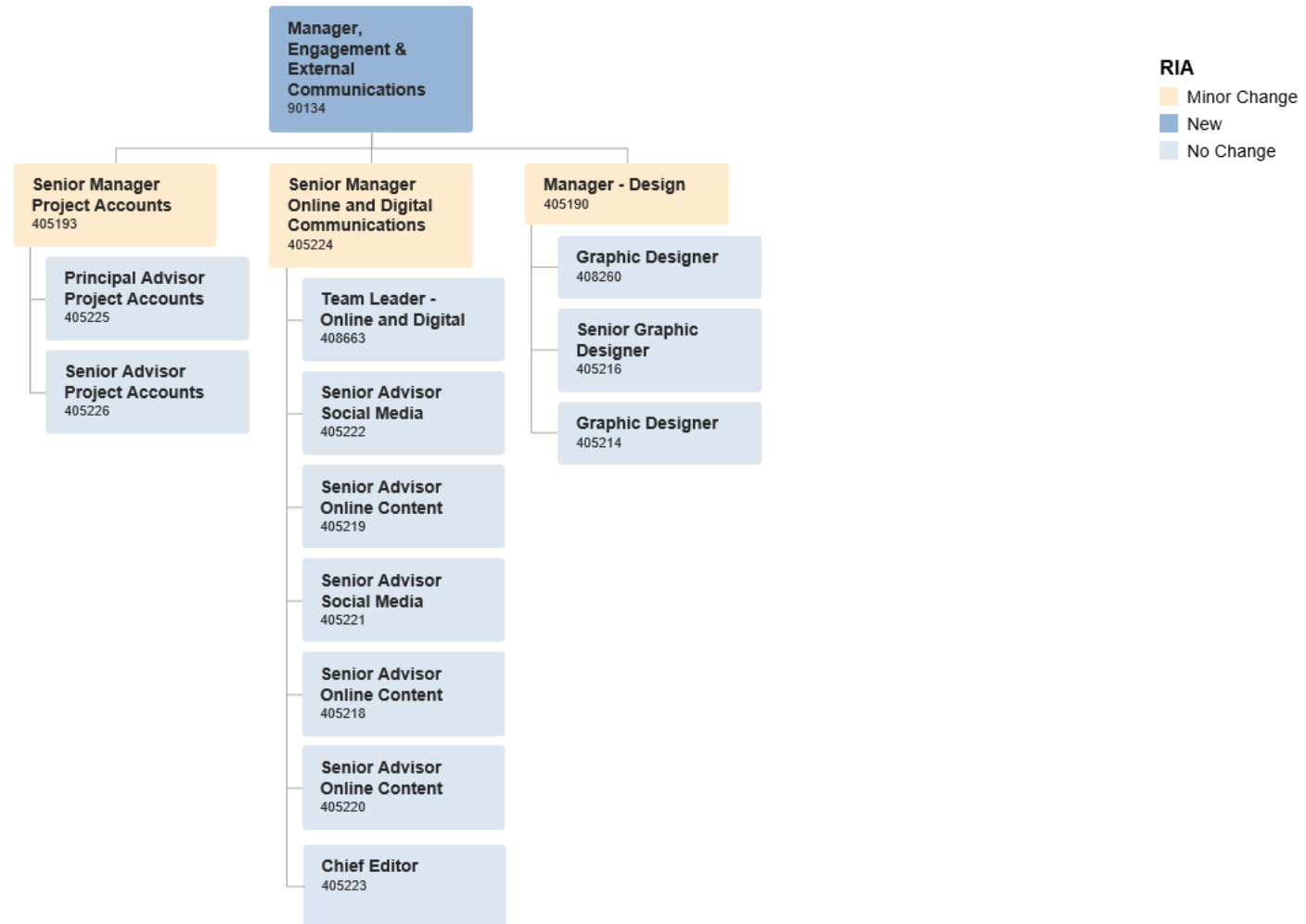


Communications, Engagement and Ministerials – Records Services team

RIA
Minor Change
No Change



Communications, Engagement and Ministerials – Engagement & External Communications team



Legal and Privacy

What is Legal and Privacy and why is it important?

The Legal and Privacy team is responsible for providing advice and opinion across key legal and privacy functions. The team acts as a strategic partner to the rest of the organisation, providing trusted advice that supports the Ministry's people and objectives through the provision of legal and privacy guidance and regulatory advice.

What are the main changes confirmed?

The Legal and Privacy team will be organised by function or expertise but combines Legal and Privacy functions. Combining these functions into a new specialist team recognises a shared deep expertise in the interpretation of legislation and similar focus on providing specialist legislative advice and opinions to the organisation.

The tier 3 Legal and Privacy role, Chief Legal Advisor, has Chief Legal Officer delegations.

The Legal and Privacy group includes the following teams:

- Employment Law (which currently exists)
- Public Law
- Privacy (with a tier 4 role with Chief Privacy Officer delegations)

Establishing a new team (Public Law) under the tier 3 role puts our people's development and needs at the centre and shifts the tier 3 Legal and Privacy role into a strategic, quality assurance tier 3 leader role.

The confirmed changes are:

No.	Key change area	Description of change
1	Movement of Privacy team	Privacy moves from its current location in Te Pou Rangatōpū Business Services to the Privacy team, Legal and Privacy.
2	Movement of current Chief Legal Officer direct reports	Current direct reports to the Chief Legal Officer in Te Pou Rangatōpū move to the Public Law team, Legal and Privacy.

No.	Key change area	Description of change
3	Establishment of a new tier 4 Legal Manager Public Law	A new tier 4 Legal Manager Public Law will be established to lead the new Public Law team.
4	Establishment of a new tier 4 Privacy Manager	A new tier 4 Manager Privacy will be established to lead the Privacy team, Legal and Privacy.
5	Establishment of a new 0.5 FTE Executive Assistant role	A new Executive Assistant will be established to provide 0.5 FTE support to the Chief Legal Advisor. This role reports directly to the tier 3 leader.
6	Relationship between Te Pou Hanganga, Matihiko and Te Pou Rangatōpū Legal functions	<p>In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the internal customer experience, the Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective Hautū by 30 April 2023 to see if there are benefits in grouping the legal functions together. Any affected and impacted people will be consulted on proposed changes before a decision is made.</p> <p>Close ways of working would continue between Te Pou Hanganga, Matihiko Construction and Property Legal team and Te Pou Rangatōpū Chief Legal Advisor. Decisions and/or advice in Te Pou Hanganga, Matihiko Legal team which require Chief Legal Advisor delegation authority would continue to be approved through Te Pou Rangatōpū Chief Legal Advisor.</p>
7	Name change of Public Law team	Team name change from 'Commercial and Policy' to 'Public Law'.

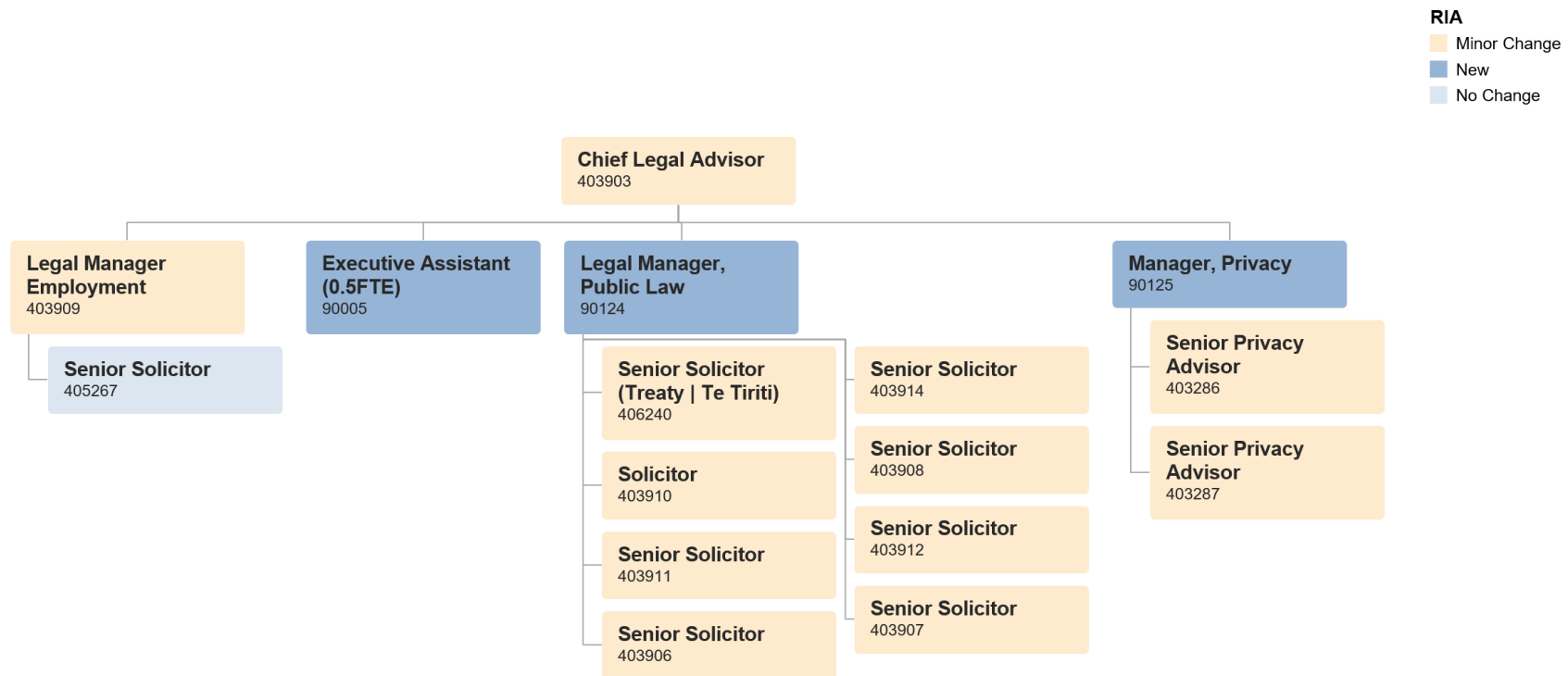
High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Consolidate Te Pou Rangatōpū and Te Pou Hanganga, Matihiko legal capability	<p>Currently, separate legal capability exists within Te Pou Rangatōpū and Te Pou Hanganga, Matihiko. The initial proposal contemplated the consolidation of finance capability across these two teams within Te Pou Rangatōpū. We received feedback suggesting legal capability should similarly be consolidated within Te Pou Rangatōpū.</p> <p>Two important principles of the review are to remove duplication of activity across the Ministry and to support corporate technical expertise.</p> <p>There has been a suggestion these principles have been applied selectively throughout the design of Te Pou Rangatōpū (for example, the proposed operating model would combine finance capability from Te Pou Rangatōpū and Te Pou Hanganga, Matihiko but would maintain separate procurement and legal functions across these two groups).</p>	<p>In line with continuing to look for opportunities to consolidate and reduce duplication while enhancing the internal customer experience, the Chief Legal Advisor, Te Pou Rangatōpū and Director Legal Services, Te Pou Hanganga, Matihiko will work together to review options and provide a recommendation to the respective Hautū by 30 April 2023 to see if there are benefits in grouping the legal functions together. Any affected and impacted people will be consulted on proposed changes before a decision is made.</p>
2	Focus of Commercial and Policy Manager and team	<p>Feedback provided had a different configuration of the legal team, with an emphasis on Public Law and te Tiriti o Waitangi as opposed to the Commercial and Policy team and manager.</p>	<p>We agree that the emphasis should be public law which includes advice and guidance on te Tiriti o Waitangi. The role Legal Manager, Commercial and Policy is refocused as Legal Manager Public Law with a requisite new position description provided in this Decisions Document.</p>
3	Additional roles within the Legal and Privacy Group	<p>Feedback suggested establishing additional roles, such as Senior Solicitor roles, within the Legal and Privacy group to support career pathways.</p>	<p>The design of additional roles at tier 5 and below is not within the scope of this consultation and will be considered in more detail by the Chief Legal Officer following the establishment of the Legal and Privacy Group.</p>

Confirmed structure

Please note that the following Te Pou Rangatōpū structure chart includes contractor roles, however this does not indicate that these roles have been established permanently.

Legal and Privacy – tiers 3 and 4



Racial Equity Office

What is the Racial Equity Office and why is it important?

The Racial Equity Office is responsible for providing high-quality, strategic advice on racial equity. This office will develop models that lead system change and drive capability building and training across Te Tāhuhu to address racial equity issues. The Racial Equity Office serves all racial diversity for all ethnicities.

What are the main changes confirmed?

Following consultation feedback, no decisions will be made at this point on the role or location of the Racial Equity Office. The future requirements of the Racial Equity Office will be assessed in work to be undertaken in 2023 and will consider the next steps in developing the Pou Ārahi model. Any future changes to the Racial Equity Office will be considered in the context of the plan to be established by Te Pou Tokomanawa (by June 2023) to address Shift One and support Māori leadership across Te Tāhuhu o te Mātauranga (referred to in Part A).

As proposed in the consultation document, the cultural capability function of the Racial Equity Office, which includes education and training, will be the responsibility of the Organisational Development team in People, Sustainability and Place.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Racial Equity Office moves to Te Tuarongo	Our proposal considered establishing a new Racial Equity Office tier 3 leader (Head of Racial Equity) to lead the Racial Equity Office with dual reporting lines to the Hautū Te Pou Rangatōpū and Hautū Te Tuarongo. We received feedback suggesting the Head of Racial Equity report exclusively to the Hautū Te Tuarongo as the Racial Equity Office is not a delivery function (which is the role of Te Pou Rangatōpū) and instead provides a policy function to the organisation.	At this time, no decisions have been made and further review will be undertaken in 2023.
2	Racial Equity Office to be expanded to consider all types of equity	Feedback suggested the Racial Equity Office could become the Equity Office with a central place to support all types of equity across Te Tāhuhu o te Mātauranga, including disability services.	At this time, no decisions have been made and further review will be undertaken in 2023.

Office of the Hautū

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

The Office of the Hautū will continue to support the Hautū, Te Pou Rangatōpū and Te Pou Rangatōpū senior leadership team, acting as the interface of Te Pou Rangatōpū and other Hautū functions throughout the organisation. It will continue to provide the Hautū and Te Pou Rangatōpū senior leadership team with a clear view of risks and challenges being faced by the broader Te Pou Rangatōpū group, allowing for support and additional planning to be provided where indicated. Given the continuing focus and function of the Office of the Hautū, the scope of the proposed changes includes only the tier 3 Director role and disestablishment of the Senior Support Officer roles.

What are the main changes confirmed?

The Office of the Hautū team remains consistent with its current structure and functions, apart from the tier 3 Office of the Hautū leader role and the current Senior Support Officer roles which will change. Therefore, only the tier 3 leader role and the Senior Support Officer roles were in the scope of the consultation.

The confirmed changes are:

No.	Key change area	Description of change
1	Tier 3 leader of the Office of the Hautū	The Office of the Hautū will have a dedicated tier 3 leader, Director Office of the Hautū, replacing the current tier 4 leader of this office. This role will oversee the team's functions and act as a conduit between the team, the Hautū and the rest of Te Pou Rangatōpū.
2	Disestablishment of Senior Support Officer roles x 3	The three Senior Support Officer roles currently in the Office of the Hautū will be disestablished, and this support will be devolved to each Te Pou Rangatōpū business unit.

High-level feedback themes and responses

No.	Key theme	Your feedback, suggestions, and questions	Our response
1	Office of the Hautū roles out of scope of this consultation	Feedback provided included the necessity and/or configuration of roles reporting to the Director Office of the Hautū. This included feedback on the fixed term communications role, the Principal Advisor roles, the size of the office and some of its functions.	We acknowledge the feedback received on the Office, however, this consultation only included the Director of the Office and the 3 Senior Support Officer roles due to the scope of the consultation. This feedback will be provided to the Director of the Office (once appointed) to review and make a recommendation to the Hautū.

Confirmed structure

Please note that the following Te Pou Rangatōpū structure chart includes contractor roles however, this does not indicate that these roles have been established permanently.

Office of the Hautū



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

Establishment of the following new positions

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

Division	Tier	Role ID*	Role title	Change from the proposal	Pay band	Available for EOI?
Integration Services	T3	FL90012	General Manager, Integration Services	No change	GM22	Yes
	T4	FM90127	Manager, Portfolio Delivery	No change	M5	Yes
	T4	FM90126	Manager, Service Operations	No change	M5	Yes
	T4	FM90287	Manager, Service Management	Pay band increased from M5	M6	Yes
	T5	EA90003	Executive Assistant (0.5 FTE)	Change in FTE	A6	Yes
People, Sustainability and Place	T3	FL90013	General Manager People, Sustainability and Place	Group name change	GM22	Yes
	T4	FM90130	Manager, Property and Sustainability	No change	M6	Yes
	T4	FM90129	Manager, Employee Services	Pay band increased from M5 and changes in role summary	M6	No
	T4	FM90133	Manager, Organisational Development	No change	M5	Yes
	T4	FM90131	Manager, Strategic Workforce and Insights	Changes in role summary	M6	Yes
	T4	SP90224	Principal Advisor, People, Sustainability and Place	No change	A9	Yes
	T5	TL90297	Team Manager Health and Safety	New role	M3	Yes

Division	Tier	Role ID*	Role title	Change from the proposal	Pay band	Available for EOI?
	T5	TL90298	Team Manager, Advisory Services	New role	M3	Yes
Finance	T3	GM90291	Chief Financial Officer	Changes in role summary	GM23	Yes
	T4	FM90299	Manager, Capital Investment	New role	M6	Yes
Procurement	T3	GM90290	Chief Procurement Officer	New role	GM22	Yes
Strategy and Performance	T3	FL90010	General Manager, Strategy and Performance	Changes in role summary	GM22	Yes
	T4	FM90123	Manager, EPMO	Pay band increased from M5	M6	yes
	T4	FM90121	Manager Performance and Risk	Change in role summary and title	M5	Yes
	T4	FM90122	Manager, Strategy and Governance	Change in role summary and title	M5	Yes
	T5	TL90276	Practice Lead, Portfolio Management	Change of title	M3	Yes
	T5	TL90277	Practice Lead, Programme and Project Management	Change of title	M3	yes
	T5	TL90278	Practice Lead, Portfolio Support Office	Pay band increased from M2 Change of title	M3	Yes
	T5	SP90222	Principal Advisor, Compliance	No change	A9	Yes
	T5	SP90221	Principal Advisor, Risk	No change	A9	Yes
	T5	EA90006	Executive Assistant (0.5FTE)	No change	A6	Yes
Communications, Engagement and Ministerials	T3	GL90151	General Manager, Communications, Engagement and Ministerials	Change in role summary	GM22	Yes
	T4	FM90134	Manager, Engagement and External Communications	Change in title	M5	Yes
	T5	EA90004	Executive Assistant	No change	A6	Yes

Division	Tier	Role ID*	Role title	Change from the proposal	Pay band	Available for EOI?
	T4	FM90128	Manager, Organisational Communications	Change in title and reporting line	M5	Yes
Legal and Privacy	T4	FM90124	Legal Manager, Public Law	Change of role summary and title	M5	1
	T4	FM90125	Manager, Privacy	No change	M4	1
	T5		Executive Assistant (0.5 FTE)	No Change	A6	1
Office of the Hautū	T3	FL90011	Director, Office of the Hautū	No change	M6	1

Disestablishment of the following positions

Changes from what was included in the proposals for consultation are italicised in the following tables.

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Business Improvement and Support	403099	Group Manager	Vacant (not permanently filled)
Business Services	403096	Group Manager	EOI
	403108	Head of Health, Safety and Security	Vacant (not permanently filled)
	403184	General Clerk – Casual	Vacant (not permanently filled)
	403107	Programme Coordinator	Vacant (not permanently filled)
Communications and Stakeholder Engagement	403900	Group Manager	EOI
	405211	Senior Manager Corporate Communications	EOI
	405189	Senior Manager Communications Accounts	Vacant (not permanently filled)
Corporate Strategy and Performance Hub	403899	Group Manager	EOI
	403898	Director Risk	EOI
	403919	Manager Governance	EOI

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
	403918	Manager Planning and Performance	Vacant (not permanently filled)
	404328	Director Project and Investment Advice	EOI
	407381	Chief Advisor	EOI
Finance and Property including Finance, Te Pou Hanganga, Matihiko	403100	Chief Financial Officer	EOI
	400014	Group Manager, Te Pou Hanganga, Matihiko	EOI
	400039	National Finance Manager, Te Pou Hanganga, Matihiko	EOI
	409854	Executive Assistant, Te Pou Hanganga, Matihiko	EOI
Governance, Executive and Ministerial Services	408867	Placeholder	Vacant (not permanently filled)
Legal	403913	Legal Assistant	Vacant (not permanently filled)
People Capability	403101	Chief People Officer	EOI
	403139	Manager Specialist Capability	EOI
	408416	Manager Employment and Advisory Services	Redeployment
	408237	Manager Advisory Services	Vacant (not permanently filled)
	403141	Programme Manager	Vacant (not permanently filled)
	406934	Strategic Business Partner	Vacant (not permanently filled)
	408365	Strategic Business Partner	Vacant (not permanently filled)
Procurement	403097	Chief Procurement Officer	EOI
Office of the Deputy Secretary	403904	Director Business Management	Vacant (not permanently filled)
	404719	Senior Support Officer	EOI
	403934	Senior Support Officer	Vacant (not permanently filled)
	403941	Senior Support Officer	Vacant (not permanently filled)

Minor changes for the following positions

Changes from what was included in the proposals for consultation are italicised in the following tables. The table is in order of current division followed by position number.

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
Business Improvement and Support	403124	Manager	Change in division, reporting line, and tier	Integration Services Manager Portfolio Delivery Change to tier 5
	403128	Manager	Change in division, reporting line, and tier	Integration Services Manager Service Management Change to tier 5
	403239	Programme Manager	Change in division, reporting line, and tier	Integration Services Senior Programme Manager Change to tier 6
	403240	Change Specialist	Change in division and tier	Integration Services Change to tier 6
	403290	Senior Analyst	Change in division and tier	Integration Services Change to tier 6
	403291	Principal Advisor	Change in division and tier	Integration Services Change to tier 6
	405794	Change Specialist	Change in division and tier	Integration Services Change to tier 6
	407414	Principal Advisor	Change in division and tier	Integration Services Change to tier 6
	408111	Senior Change Specialist	Change in division and tier	Integration Services Change to tier 6
	408797	Senior Programme Manager	Change in division and reporting line	Integration Services Manager, Portfolio Delivery

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	408901	Senior Process Improvement Specialist	Change in division and tier	Integration Services Change to tier 6
	408902	Process Improvement Specialist	Change in division and tier	Integration Services Change to tier 6
	409476	Project Manager	Change in division, reporting line, and tier	Integration Services Senior Programme Manager Change to tier 6
	409548	Programme Coordinator	Change in division, reporting line, and tier	Integration Services Senior Programme Manager Change to tier 5
	409618	Senior Change Specialist	Change in division and tier	Integration Services Change to tier 6
Business Services	403104	National Business Continuity Manager	Change in division and reporting line	Integration Services General Manager, Integration Services
	403180	Analyst	Change in division	Communications, Engagement and Ministerials
	403181	Senior Advisor	Change in division	Communications, Engagement and Ministerials
	403182	Senior Information Analyst	Change in division	Communications, Engagement and Ministerials
	403183	Analyst	Change in division	Communications, Engagement and Ministerials
	403283	Project Coordinator	Change in division, reporting line, and tier	People, Sustainability and Place Team Manager Health and Safety Change to tier 6
	403284	Programme Manager	Change in division and reporting line	People, Sustainability and Place Manager Property and Sustainability

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	403285	Senior Protective Security Advisor	Change in division and reporting line	People, Sustainability and Place Manager Property and Sustainability
	403286	Senior Privacy Advisor	Change in division and reporting line	Legal and Privacy Manager Privacy
	403287	Senior Advisor Health, Safety, Security and Privacy	Change in title, division and reporting line	Senior Privacy Advisor Legal and Privacy Manager Privacy
	403288	Principal Health and Safety Advisor	Change in division, reporting line, and tier	People, Sustainability and Place Change to tier 6 Team Manager, Health and Safety
	403304	Team Leader	Change in division and reporting line	People, Sustainability and Place Manager Property and Sustainability
	403313	Senior Support Officer	Change in division	People, Sustainability and Place
	403314	Senior Support Officer	Change in division	People, Sustainability and Place
	403315	Senior Support Officer	Change in division	People, Sustainability and Place
	404736	Senior Protective Security Advisor	Change in division and reporting line	People, Sustainability and Place Manager Property and Sustainability
	406766	Manager Records Services	Change in division and reporting line	Communications, Engagement & Ministerials General Manager, Communications, Engagement & Ministerials
	408817	Senior Advisor	Change in division	Integration Services
	408818	Senior Advisor	Change in division	Integration Services
	409699	Assistant Advisor	Change in division and tier	People, Sustainability and Place Change to tier 6
	409899	Sustainability Manager	Change in division, reporting line, and tier	People, Sustainability and Place Change to tier 5 Manager Property and Sustainability

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	409900	Senior Advisor Vehicle Fleet	Change in division and tier	People, Sustainability and Place Change to tier 6
	409901	Senior Advisor Sustainability	Change in division and tier	People, Sustainability and Place Change to tier 6
	409961	Senior Project Manager	Change in division, reporting line, and tier	People, Sustainability and Place Change to tier 5 Manager Property and Sustainability
	410031	Senior Health and Safety Advisor	Change in division, reporting line, and tier	People, Sustainability and Place Team Manager Health and Safety Change to tier 6
	410366	General Clerk	Change in division	Communications, Engagement and Ministerials
Business Services (Te Pou Hanganga, Matihiko)	400106	Principal Advisor – Risk Management	Change in business group, division, and reporting line	Te Pou Rangatōpū Strategy and Performance Manager Performance & Risk
Communications and Stakeholder Engagement	405190	Manager - Design	Change in reporting line and tier	Manager Engagement and External Communications Change to tier 5
	405193	Senior Manager Project Accounts	Change in reporting line and tier	Manager Engagement & External Communications Change to tier 5
	405194	Chief Advisor Māori and Pacific	Change in title and reporting line	Manager Māori and Pacific Communications General Manager, Communications, Engagement & Ministerials
	405200	Chief Advisor Communications Accounts	Change in reporting line	Line management change will be confirmed by 31 March 2023

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	405201	Principal Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405202	Principal Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405206	Principal Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405203	Principal Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405208	Advisor Internal Communications	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405210	Production Manager	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405212	Project Officer	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405214	Graphic Designer	Change in tier	Change to tier 6
	405215	Principal Advisor, Events and Stakeholder Engagement	Change in reporting line	Line management change will be confirmed by 31 March 2023
	405216	Senior Graphic Designer	Change in tier	Change to tier 6
	405218	Senior Advisor Online Content	Change in tier	Change to tier 6
	405219	Senior Advisor Online Content	Change in tier	Change to tier 6
	405220	Senior Advisor Online Content	Change in tier	Change to tier 6
	405221	Senior Advisor Social Media	Change in tier	Change to tier 6
	405222	Senior Advisor Social Media	Change in tier	Change to tier 6
	405223	Chief Editor	Change in tier	Change to tier 6
	405224	Senior Manager Online and Digital Communications	Change in reporting line and tier	Manager Engagement and External Communications Change to tier 5

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	405225	Principal Advisor Project Accounts	Change in tier	Change to tier 6
	405226	Senior Advisor Project Accounts	Change in tier	Change to tier 6
	406570	Principal Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	407656	Project Officer Warehouse Management	Change in reporting line	Line management change will be confirmed by 31 March 2023
	408260	Graphic Designer	Change in tier	Change to tier 6
	408660	Principal Advisor - Internal and Change Communications	Change in reporting line	Line management change will be confirmed by 31 March 2023
	408661	Manager - Design Lead	Change in reporting line	Line management change will be confirmed by 31 March 2023
	408663	Team Leader - Online and Digital	Change in tier	Change to tier 6
	410279	Senior Business Partner	Change in reporting line	Line management change will be confirmed by 31 March 2023
	410309	Brand Manager	Change in reporting line	Line management change will be confirmed by 31 March 2023
Corporate Strategy and Performance Hub	403949	Principal Advisor	Change in reporting line	Manager Strategy and Governance
	403950	Senior Advisor	Change in reporting line	Manager Strategy and Governance
	403959	Lead Advisor - Governance	Change in reporting line	Manager Strategy and Governance
	403960	Senior Advisor	Change in reporting line	Manager Strategy and Governance

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	404016	Principal Advisor	Change in reporting line and tier	Practice Lead, Programme and Project Management Change to tier 6
	404021	Principal Advisor	Change in reporting line	Manager Strategy and Governance
	404923	Advisor	Change in reporting line	Manager Strategy and Governance
	405957	Senior Project Advisor	Change in reporting line and tier	Practice Lead, Portfolio Management Change to tier 6
	406728	Senior Advisor Risk	Change in reporting line	Manager Performance and Risk
	408274	Principal Business Analyst	Change in reporting line and tier	Practice Lead, Portfolio Support Office Change to tier 6
	409935	Principal Advisor	Change in reporting line and tier	Practice Lead, Programme and Project Management Change to tier 6
	409937	Principal Advisor	Change in reporting line and tier	Practice Lead, Portfolio Management Change to tier 6
Finance & Property	403129	Manager Corporate Property	Change in division, reporting line, and tier	People, Sustainability and Place Manager Property and Sustainability Change to tier 5
	403130	Manager Corporate Applications	Change in division, reporting line and tier	Integration Services Manager Service Management Change to tier 5
	403185	Project Manager	Change in division and tier	People, Sustainability and Place Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	403186	Programme Coordinator	Change in division and tier	People, Sustainability and Place Change to tier 6
	403221	Systems Specialist	Change in division and tier	Integration Services Change to tier 6
	403223	Systems Accountant	Change in division and tier	Integration Services Change to tier 6
	403224	Systems Accountant	Change in division and tier	Integration Services Change to tier 6
	403225	Systems Accountant	Change in division and tier	Integration Services Change to tier 6
	404675	Project Manager	Change in division and tier	People, Sustainability and Place Change to tier 6
	406500	Systems and Process Support	Change in division and tier	Integration Services Change to tier 6
	409645	Systems Accountant	Change in division and tier	Integration Services Change to tier 6
	410469	Project Advisor	Change in division and tier	People, Sustainability and Place Change to tier 6
Finance and Investment (Te Pou Hanganga, Matihiko)	400040	Finance Manager	Change in business group, reporting line and tier	Te Pou Rangatōpū Manager Capital Investment Change to tier 5
	400041	Principal Advisor - Finance	Change in business group and reporting line	Te Pou Rangatōpū Manager Capital Investment
	400112	Finance Manager	Change in business group and reporting line	Te Pou Rangatōpū Manager Capital Investment
	400113	Principal Advisor	Change in business group and reporting line	Te Pou Rangatōpū Manager Capital Investment

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	400114	Finance Manager	Change in business group and reporting line	Te Pou Rangatōpū Manager – Financial Planning and Performance
	400115	Team Leader – Finance Hub	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	400118	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	400120	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	400221	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	400222	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	400223	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	400242	Senior Financial Accountant	Change in business group	Te Pou Rangatōpū
	400244	Team Leader - Project Accounting	Change in business group	Te Pou Rangatōpū
	400293	Senior Management Accountant	Change in business group	Te Pou Rangatōpū
	400294	Senior Management Accountant	Change in business group	Te Pou Rangatōpū
	400295	Senior Management Accountant	Change in business group	Te Pou Rangatōpū
	400296	Senior Management Accountant	Change in business group	Te Pou Rangatōpū
	400372	Project Financial Advisor	Change in business group and tier	Te Pou Rangatōpū Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	400373	Finance Support Analyst	Change in business group	Te Pou Rangatōpū
	400374	Finance Support Analyst	Change in business group	Te Pou Rangatōpū
	400375	Finance Support Analyst	Change in business group	Te Pou Rangatōpū
	403376	Senior Management Accountant	Change in business group	Te Pou Rangatōpū
	404901	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	405366	Senior Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	405837	Assistant Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	405945	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	405946	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	405962	Principal Advisor	Change in business group	Te Pou Rangatōpū
	405963	Senior Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	406122	Project Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	406194	Senior Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	406200	Principal Advisor	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	406201	Senior Financial Accountant	Change in business group	Te Pou Rangatōpū
	406272	Financial Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	406542	Financial Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	406860	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	406883	Project Accountant – Capital	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	407248	Assistant Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	408384	Senior Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	408385	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	408386	Assistant Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	408387	Assistant Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	408476	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
	409061	Finance Support Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	409184	Financial Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	409440	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	409610	Finance Support Analyst	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	410047	Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	410048	Senior Project Accountant	Change in business group and tier	Te Pou Rangatōpū Change to tier 6
	410489	Programme Finance Administrator	Change in business group and tier	Te Pou Rangatōpū Change to tier 7
Governance, Executive and Ministerial Services	403902	Chief Advisor	Change in tier	Change to tier 5
	403933	Principal Researcher	Change in tier	Change to tier 6
	403979	Manager	Change in tier	Change to tier 5
	403980	Manager	Change in tier	Change to tier 5
	403981	Manager	Change in tier	Change to tier 5
	403984	Advisor	Change in tier	Change to tier 6
	403987	Advisor	Change in tier	Change to tier 6
	403988	Advisor	Change in tier	Change to tier 6
	403990	Senior Advisor	Change in tier	Change to tier 6
	403991	Senior Advisor	Change in tier	Change to tier 6
	403992	Advisor	Change in tier	Change to tier 6
	403993	Senior Advisor	Change in tier	Change to tier 6
	403994	Senior Advisor	Change in tier	Change to tier 6
	403997	Advisor	Change in tier	Change to tier 6
	403999	Advisor	Change in tier	Change to tier 6
	404001	Advisor	Change in tier	Change to tier 6
	404002	Advisor	Change in tier	Change to tier 6
	404004	Team Leader	Change in tier	Change to tier 6
	404005	Co-ordinator	Change in tier	Change to tier 6
	404006	Senior Co-ordinator	Change in tier	Change to tier 6
	404007	Ministerial Coordinator	Change in tier	Change to tier 6
	404008	Advisor	Change in tier	Change to tier 6
	404010	Advisor	Change in tier	Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	404013	Ministerial Secondment	Change in tier	Change to tier 5
	404015	Ministerial Secondment	Change in tier	Change to tier 5
	404018	Ministerial Secondment	Change in tier	Change to tier 5
	404022	Ministerial Secondment	Change in tier	Change to tier 5
	404287	Group Manager	Change in title, reporting line and tier	Manager Ministerials General Manager, Communications, Engagement and Ministerials Change to tier 4
	404312	Advisor	Change in tier	Change to tier 6
	404849	Principal Advisor	Change in tier	Change to tier 6
	405041	Ministerial Secondment	Change in tier	Change to tier 5
	405453	Advisor	Change in tier	Change to tier 6
	405522	Ministerial Secondment	Change in tier	Change to tier 5
	405907	Senior Advisor	Change in tier	Change to tier 6
	407131	Principal Advisor	Change in tier	Change to tier 6
	407868	Advisor	Change in tier	Change to tier 6
	409585	Senior Advisor	Change in tier	Change to tier 6
Information Technology (Te Pou Hanganga, Matihiko)	403479	Training Co-ordinator	Change in business group	Te Pou Rangatōpū
	403480	Training Technical Advisor	Change in business group	Te Pou Rangatōpū
	403491	Training Developer	Change in business group	Te Pou Rangatōpū
	405293	Training Technical LMS Administrator	Change in business group	Te Pou Rangatōpū
	405294	Training Content Delivery Trainer	Change in business group	Te Pou Rangatōpū
	405295	Training Content Delivery Trainer	Change in business group	Te Pou Rangatōpū

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	405297	Senior Training Content Developer	Change in business group	Te Pou Rangatōpū
	405300	Training Content Developer	Change in business group	Te Pou Rangatōpū
	406298	Training Services Manager	Change in business group and reporting line	Te Pou Rangatōpū Manager Organisational Development
	406558	Developer	Change in business group	Te Pou Rangatōpū
	409950	Developer	Change in business group	Te Pou Rangatōpū
	410002	Training Content Developer	Change in business group	Te Pou Rangatōpū
	410090	Training Content Developer	Change in business group	Te Pou Rangatōpū
	410313	Senior Training Content Developer	Change in business group	Te Pou Rangatōpū
Legal Services	403903	Chief Legal Advisor	Change in function accountability	Privacy function added
	403903	Employment Law Lead	Change in title	Legal Manager, Employment
	403906	Senior Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	403907	Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	403908	Senior Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	403910	Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	403911	Senior Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	403912	Senior Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	403914	Senior Solicitor	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
	406240	Senior Solicitor (Treaty Te Tiriti)	Change in reporting line and tier	Legal Manager, Public Law Change to tier 5
Monitoring and Appointments	404946	Director, Monitoring and Appointments	Change in business group, reporting line and tier	Te Pou Kaupapahere General Manager, ECE and System Policy Change to tier 4
	404949	Senior Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	404953	Senior Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	404955	Senior Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	405261	Senior Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	405748	Senior Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	409241	Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	409752	Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
	409753	Advisor	Change in business group and tier	Te Pou Kaupapahere Change to tier 5
People Capability	403136	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	403137	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	403138	Manager People Systems, Analytics and Insights	Change in division, reporting line, and tier	Integration Services Manager Service Management Change to tier 5
	403140	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	403142	Workstream Lead - Organisation and People Changes	Change in reporting line and tier	Manager Strategic Workforce and Insights Change to tier 5
	403143	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	403234	Advisor	Change in reporting line	Team Manager Advisory Services
	403245	Manager People Systems	Change in division and tier	Integration Services Change to tier 6
	403250	Sourcing and Selection Lead	Change in reporting line	Manager Strategic Workforce and Insights
	403259	Senior HR Advisor	Change in reporting line	Team Manager Advisory Services
	403293	Senior Advisor	Change in reporting line	Team Manager Advisory Services
	403294	Senior Advisor	Change in reporting line	Team Manager Advisory Services
	403295	Senior Advisor	Change in reporting line	Team Manager Advisory Services
	403296	Senior Advisor	Change in reporting line	Team Manager Advisory Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	403297	Employment Relations Lead	Change in reporting line	Manager Employee Services
	403527	Senior People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	403620	Senior Advisor Talent Management and Career Board Support	Change in reporting line	Manager Strategic Workforce and Insights
	404427	People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	404516	Manager Employee Experience	Change in reporting line	Manager Organisational Development
	405096	Advisor	Change in reporting line	Team Manager Advisory Services
	405129	Manager People Analytics and Insights	Change in division and tier	Integration Services Change to tier 6
	406170	People Systems Administrator	Change in division and tier	Integration Services Change to tier 7
	406239	Senior People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	406254	Remuneration Lead	Change in reporting line	Manager Employee Services
	406620	People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	406929	Senior HR Advisor	Change in reporting line	Team Manager Advisory Services
	407009	Senior HR Advisor	Change in reporting line	Team Manager Advisory Services
	407364	Workforce Capability and Planning Lead	Change in reporting line	Manager Organisational Development
	407413	Manager Pay Equity - Ministry	Change in reporting line	Manager Employee Services

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	407447	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	407486	Payroll SME	Change in division and tier	Integration Services Change to tier 6
	407687	Holidays Act Project Manager	Change in division and tier	Integration Services Change to tier 6
	408226	Project Manager Payroll Replacement	Change in division and tier	Integration Services Change to tier 6
	408230	People Systems Administrator	Change in division and tier	Integration Services Change to tier 7
	408233	Analyst	Change in division and tier	Integration Services Change to tier 6
	408267	Senior HR Advisor	Change in reporting line	Team Manager Advisory Services
	408268	Team Coordinator	Change in reporting line	Manager Organisational Development
	408318	People Systems Administrator	Change in division and tier	Integration Services Change to tier 7
	408359	People Policy Lead	Change in reporting line	Manager Employee Services
	408362	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	408363	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	408364	Strategic Business Partner	Change in title, reporting line and tier	HR Business Partner Manager Strategic Workforce and Insights Change to tier 5
	408377	Lead Test Analyst	Change in division and tier	Integration Services Change to tier 6
	408379	Executive Assistant/Administration Support	Change in title and reporting line	Executive Assistant General Manager, People, Sustainability and Place
	408468	Advisor	Change in reporting line	Team Manager Advisory Services
	409157	Project Manager	Change in division and reporting line	Integration Services Manager Portfolio Delivery
	409269	Lead Test Analyst	Change in division and tier	Integration Services Change to tier 6
	409379	Data Test Analyst	Change in division and tier	Integration Services Change to tier 6
	409454	Programme Manager – People Services Online	Change in division, reporting line, and tier	Integration Services Manager Portfolio Delivery Change to tier 5
	409523	HRIS/Senior BA	Change in division and tier	Integration Services Change to tier 6
	409539	Senior BA HRIS Project	Change in division and tier	Integration Services Change to tier 6
	409655	Scheduler	Change in division and tier	Integration Services Change to tier 6
	409783	Programme Coordinator	Change in division and tier	Integration Services Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	409826	Data Test Analyst	Change in division and tier	Integration Services Change to tier 6
	409840	Data Test Analyst	Change in division and tier	Integration Services Change to tier 6
	409844	Data Test Analyst	Change in division and tier	Integration Services Change to tier 6
	409920	Technical Writer	Change in division and tier	Integration Services Change to tier 6
	409964	Data Test Analyst	Change in division and tier	Integration Services Change to tier 6
	410059	Payroll Data Advisor	Change in division and tier	Integration Services Change to tier 6
	410179	Project Lead	Change in division and tier	Integration Services Change to tier 6
	410195	Senior System Administrator	Change in division and tier	Integration Services Change to tier 7
	410195	Senior System Administrator	Change in division and tier	Integration Services Change to tier 7
	410196	Senior Workforce Data Analyst	Change in division and tier	Integration Services Change to tier 7
	410197	Senior Workforce Data Analyst	Change in division and tier	Integration Services Change to tier 7
	410198	Senior People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	410199	Manager People Services	Change in reporting line	Manager Employee Services
	410259	Training Coordinator	Change in division and tier	Integration Services Change to tier 6

Division	Substantive Position ID	Substantive position title	Confirmed change	New details
	410429	People Capability Analyst	Change in division and tier	Integration Services Change to tier 7
	410658	Payroll SME	Change in division and tier	Integration Services Change to tier 6
Procurement	403112	Procurement Manager P2P	Change in division and reporting line	Integration Services Manager Service Operations
	403263	Procurement Officer P2P	Change in division	Integration Services
	403266	Procurement Officer P2P	Change in division	Integration Services
	404669	Procurement Officer P2P	Change in division	Integration Services
	407157	Senior Procurement Officer	Change in division	Integration Services
	408187	Senior Procurement Officer P2P	Change in division	Integration Services
	410324	Procurement Officer P2P	Change in division	Integration Services