

Te Puna Kaupapahere

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He kupu nā te Hautū

Te anamata o Te Puna Kaupapahere

Ko taku moemoeā mō te anamata o Te Puna Kaupapahere kia noho ia hei rōpū kaupapa here mātāmua i te kāwanatanga. Ka mōhiotia ia mō āna kaupapa here kouna, whai taunakitanga, kua hangaia tahitia me ngā hoamahi whakahaere, me tētahi mātanga tātari i te Tiriti. He wāhi whakamana i āna kaimahi, ā, he wāhi e whai ana i te mana taurite me te kairangi mō ngā ākonga katoa.

E whakapono ana ahau kei te tika tō tātou tūāpapa hei whakatutuki i tēnei moemoeā. He kaimahi ā tātou e mātanga ana ki te mahi kaupapahere, e matatau ana ki ngā taunakitanga, waihoki ki ō rātou rāngai. I te āhua o tā tātou noho ka whiua ngā kupu āwhina motuhenga. He anga āheinga ā-kaupapahere rirā ā tātou, ā, e pai ana te whakamahia. Ka mutu, i ia rā ka kite au i te pai o tā tātou mahi tahi ki ngā hoa pakihi.

I roto i te waihanga hou o Te Tāhuhu, i whakakitea a Te Puna Kaupapahere hei rōpū kaupapa here ka tautoko i ngā Minita katoa o Te Tāhuhu, ka tuku kupu āwhina mō ngā kaupapa here ki te taumata pūnaha, ā, māna e tautoko a Te Mahau me ō tātou hoa pakihi o Te Hinonga Karauna mō te Mātauranga. Kei roto hoki i tō mātou rōpū ngā tīma maha ko tā rātou mahi ehara i te tuku kupu āwhina mō ngā kaupapa here. Engari ka puta tonu i a rātou ngā hua ōrite ki ngā tīma Kaupapahere.

Mā te anga e tāpaetia ana e au e taurite ai te pūnaha me ngā ānga ā-rāngai mō ā tātou mahi, waihoki te āta aro hoki ki te Tiriti me te mana taurite. E whai hua ai, me whai hautūtanga ka whai wāhi ki te rōpū Kaupapahere whānui. Me whai hoki kia mahi tahi ā-roto, ā-waho anō hoki.

Ka whakakite hoki te anga i tētahi tira hautū iti iho, arotahi ake anō hoki, ā, ko ngā tūranga hautū kaupapahere ka tuituia ki ngā rōpū me ngā tīma. E whai hua ai tēnei, me whakamana ngā kaihautū i ngā kaiwhakahaere o ngā kaupapahere, i ngā ringatohu kaupapahere me ngā tīma hoki.

Mā taku moemoeā e tautokona ai ngā kupu āwhina mō ngā kaupapahere mā ngā taunakitanga me ngā whakahokinga kōrero a te aroākapa, e tuku urupare ai ki ngā Minita me ngā aranga tōmua o te kāwanatanga, e tuituia ai ki te rāngai me te whakaatu i ngā urupare kei roto ko ngā whakamaheretanga mārama hei whakaū ki te aroākapa. He āhuatanga hirahira tēnei i tō tātou hononga ki a Te Mahau, mātua rā ki Te Pae Aronui.

Ehara i te mea ka tohutohu noa tātou i tā te rāngai e kī mai ai. He haepapa tō te rōpū Kaupapahere ki te whakarongo, ki te huritao, ki te whakapakari, ki te wero, ki te whakaaui, ki te whakawhanake, ā, kia motuhenga hoki ā-roto, ā-waho anō hoki. Me whai panonitanga hoki ētahi anō wāhanga o Te Mahau me Te Tāhuhu, kua whakarārangitia nei ki wāhanga kē atu o te puka tāpaetanga ka kitea e koutou i te rā nei.

I roto i tēnei hikoitanga, kua āta whakaaro ahau ki te wāhi ki a tātou i roto i Te Tāhuhu, ā, i waho anō hoki. Ko te nuinga o ā tātou mahi kei te horopaki rōpū takitini, ā, he ōrite te waiwaitanga o tō tātou āheinga kia mārama ai, kia whai hua ai ā tātou mahi puta no i te tāone, ki ō tātou hononga ki ngā hoamahi whakahaere.

Nōku i peka ki te kōrero ki ngā kaiwhaipānga, he nui ngā whakaaro i tukuna mai e pā ana ki te kouna o ō tātou hononga. Heoi anō, katoa te hunga i kōrero ai au i whakaae mai i te hiahia ki tētahi rōpū kaupapahere rirā, tōnui, māia anō hoki me te hirahiratanga o te āta whāngai i ō tātou hononga i a tātou ka kauneke whakamua.

He whanaketanga te whakatinana i te Tiriti

Kua huritao ahau i te rautaki e whakatinana pai ai te Tiriti i roto i te anga o Te Puna Kaupapahere, i ngā hautūtanga, otirā i ā tātou mahi.

Kei te hia whakaū ahau i te haepapa ki te Tiriti, nō ngā kaiārahi, nō ngā kaiwhakahaere, nō ngā kaimahi katoa i te rōpū. Manohi anō, kua rongo hoki ahau i te hiahia ki tētahi tīma Kaupapahere Māori kia hoihoi ake te reo puta noa i te rōpū. Mā rātou e aro ki ngā take kaupapahere whīwhiwhi ake o te Māori me te Tiriti, e ārahi ana, e tautoko hoki ana i ētahi atu tīma i te rōpū. Kua tāpae hoki ahau kia wāwāhitia ngā haepapa mō te whakatewhatewha Kaupapa, waihoki, mō ngā whakahoutanga o nāianei o ngā Kaupapa Māori, e whanake ai te āheinga me te wāteatanga. Nā reira ko taku whakatau me tohu ētahi rōpū motuhake nō rātou ngā haepapa matua mō ngā Atikararua me te toru o Te Tiriti, ā, mā te rōpū kaupapahere whānui te wāhi ki te Atikara tuatahi.

Kua tīmata kē tā tātou whakamana i te Tiriti, ā, kua kitea te whanake haeretanga o te kounga me te rite tonutanga o tā tātou tātari i te Tiriti. Ka whanake tonu ā tātou korero mō te kawenga tonutanga. Kei te hia mihi ahau i te uaua o tēnei āhuatanga ki ētahi, tae ana ki ahau tonu, otirā ki a mātou ko te tira hautū. Engari kāore aku whakapāha. Me mārohirohi tātou ki te koke tonu, ā, e ū ana ahau kia takahi tonu tātou i tēnei huarahi.

Nā ngā whakaaro me ngā wawata o te huhua tēnei tāpaetanga i whakairo ake.

Nā aku whakawhitinga kōrero ki ōku hoa mahi puta noa i Te Ohu Poutoko, ki ngā hoa ō-waho, me ngā whakawhitinga kōrero ki ngā kaimahi o Te Puna Kaupapahere ōku whakaaro i whakairo mō te āhuatanga e angitu nei tātou hei rōpū kaupapahere i roto i ngā whakahaere hou o Te Tāhuhu.

Kei te mihi ahau ki te hunga kua kōrero mai i ō koutou whakaaro. Ahakoa nō te wāhi mahi whānui te whakaaro kia whai i ētahi panonitanga, e hihiko ana te ngākau i te hiamō me te aro mai o te hunga e tuku mai ana i ō rātou whakaaro me ō rātou wawata mō tō tātou anamata.

E whakapono ana ahau he arawātea whakahihiko tō tātou ki te whakairo i Te Puna Kaupapahere mō te anamata, e ū tonu ai tātou ki te wawata o te whakamana i te Tiriti, o te mana taurite me te kairangi hoki mō ngā ākonga katoa. Āe, ka puta i tēnei ko ētahi panonitanga, heoi anō, e manako ana kei te hiamō koe ki te takahi tahi i tēnei ara.

E mōhio ana ahau kua toiroa tātou nō ngā matapakitanga tōmua e pā ana ki te hātepe, ā, e manako ana ka ngāwari ake i roto i te wā. E hiamō ana ki te rongo i ō whakaaro, me te aha, māku e whakarite ngā arawātea mō te katoa ki te kōrero ā-kanohi mai, ka tū tahi nei ki ngā ara whakahoki kōrero ōkawa.

Ngā mihi,

Andy Jackson

Hautū, Te Puna Kaupapahere

Message from the Hautū

Future direction for Te Puna Kaupapahere

My vision for the future direction of Te Puna Kaupapahere is for it to be one of the leading policy groups in government, known for high-quality, evidence-based policy made in partnership with operational hoamahi, a leader in Tiriti analysis, a place that is empowering to work in, and where we strive for equity and excellence for all ākonga.

I believe we have the fundamentals right to deliver on this vision. We have staff who are experienced policy practitioners and who have deep knowledge of both the evidence and their sectors. We have a culture of free and frank advice. We have strong policy capability frameworks, and we use them well. And every day I see examples of us working well with our partners.

The redesign of Te Tāhuhu envisaged Te Puna Kaupapahere as a policy group that supports all Education Ministers, gives policy advice at a system level, and operates in support of Te Mahau and our Education Crown Entity partners. Our function also includes a number of teams whose role is not policy advice, but who nevertheless serve the same overall system outcomes as the policy teams.

The structure that I am now proposing intentionally balances both system and sector drivers for our work, as well as more strongly attending to te Tiriti and equity. For it to work, it will require leadership that operates across the whole Policy function. It will require a culture of partnership internally and externally.

The structure also envisages a smaller and more focused leadership team, with policy leadership roles embedded within groups and teams. For this to work, it will require empowerment of policy managers, policy directors and teams by senior leadership.

My vision will see our policy advice supported by both evidence and frontline feedback, responding to Ministers and government priorities, worked through with the sector and presenting solutions with clear plans for implementation at the front line. This is particularly important in our relationship with Te Mahau and specifically Te Pae Aronui.

This does not mean that we just advise what the sector tells us. Policy has a duty to listen, reflect, refine, test, challenge, innovate, improve, and be free and frank both internally and externally. It also requires changes elsewhere in Te Mahau and Te Tāhuhu, that are set out elsewhere in the proposal documents you will see today.

Throughout this process, I have thought carefully about our role both within and outside Te Tāhuhu. Much of what we do sits in an interagency context, and our ability to work clearly and effectively across town is as critical as our relationships with operational hoamahi.

When I went and spoke to stakeholders, I received a varied range of feedback about the quality of our existing relationships. However, everyone I spoke with agreed on the need for a strong, thriving and confident policy group and the importance of working actively on our relationships as we move forward.

Reflecting te Tiriti is a process of growth

I have considered how best to reflect our Tiriti commitment in the structure of Te Puna Kaupapahere, our leadership and our mahi.

I am proposing to make clear that te Tiriti is the responsibility of every leader, manager, and staff member in the group. At the same time I have heard the need for the Māori Policy team to have a strengthened voice across the group. They would be expected to focus on the higher-level and more complex Māori and Tiriti policy issues, offering both leadership and support to other teams in the group. I have also proposed splitting out responsibility for the Kaupapa enquiry, and for the current Kaupapa Māori reforms, so that we can grow both our capacity and capability. As a result, I intend that we identify specific groups that have lead responsibilities for Articles two and three of Te Tiriti, with the policy group as a whole delivering on Article one.

As a group we have already made sound steps forward in reflecting te Tiriti and I have seen the quality and consistency of our Tiriti analysis improving. Our internal kōrero on how we do this will continue to

evolve. I want to acknowledge that this may be challenging for some people, including for me and our senior leaders, but I make no apologies for it. We need the courage to keep progressing, and I remain committed to seeing us continue this journey.

Many people's ideas and aspirations have shaped this proposal.

Kōrero across my Te Ohu Poutoko colleagues, our external partners, and engagement with Te Puna Kaupapahere kaimahi, has helped to shape my perspectives on what will make us successful as a policy group within the new operating environment for Te Tāhuhu.

I thank everyone I've spoken to for your input thus far. Although the impetus for change was initiated at an organisation-wide level, the eagerness and investment I've encountered from people keen to share their thoughts and aspirations for our future is really inspiring.

I believe that we have an exciting opportunity to shape Te Puna Kaupapahere for the future, so that we can continue to deliver on our ambition of honouring te Tiriti, and of equity and excellence for all ākonga. Although this does mean some change, I hope that you are excited to be on this journey too.

I appreciate that since the earlier discovery process discussions it has been more challenging to engage directly and I'm hopeful this will soon get easier. I am eager to hear what you have to say and will ensure there are group wide opportunities, alongside the formal feedback channels, to do this in person.

Ngā mihi,

Andy Jackson

Hautū, Te Puna Kaupapahere

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

Te Puna Kaupapahere is an amalgamation of two policy groups that each had a strong and enduring professional policy culture and capability, as well as a deep knowledge of their different sectors. Now we are one, we need to remain focused on our core role of providing free and frank evidence-based policy advice to support equitable and excellent outcomes for ākonga. None of that is changing as we continue to move forward.

The Ministry-wide redesign does challenge us to build on what I consider to be some of our existing strengths. But how Te Puna Kaupapahere operates, how we engage with others, and our culture, will be the biggest contributors to the four shifts across Te Tāhuhu. We also need to ensure our group's structure supports these changes.

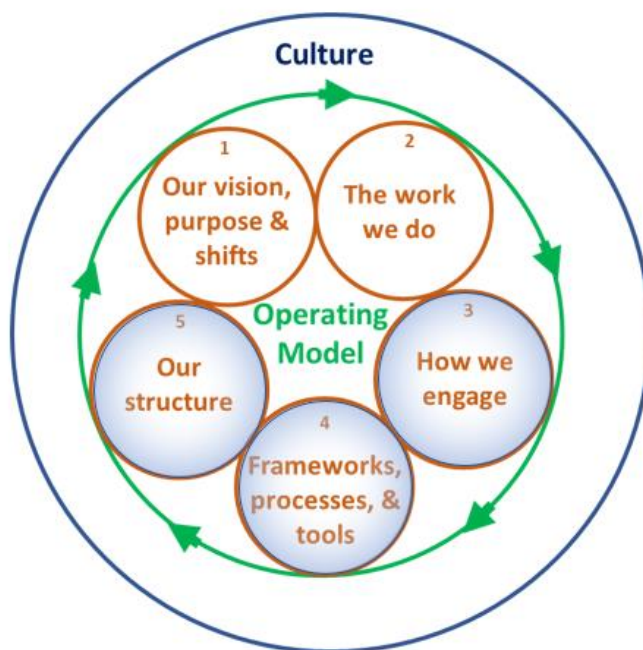
Our contribution to each of the four shifts set out in the 2021 Decision Document is:

- **Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi**
Through building our group capability and identifying Māori rights and interests early in the policy process, our advice consistently demonstrates understanding and application of te Tiriti and identifies and manages potential impacts on ākonga Māori.
- **Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice**
Through robust feedback loops, listening to our operational partners and working closely with Te Mahau and Crown Entities, we give priority to and incorporate local and regional voice into policy development, advice and decisions.
- **Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support**
Policy advice to Ministers that is informed by implementation plans better enables integrated services and support, reflecting the needs of ākonga, learners and their whānau throughout the education system.
- **Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows**
Listening to our operational partners and working closely with Te Pae Aronui, other agencies and partners, we balance evidence with feedback and advise where feedback has been incorporated and, if there are factors that prevent this, we are transparent with all parties.



Te Puna Kaupapahere five commitments to change

Three significant aspects of our operating model are proposed for change



Components that underpin our Operating Model

This change proposal is not just about structure. We have also been working on other aspects of our operating model, and at this stage we are focused on three specific areas for change:

- The way in which we honour te Tiriti
- How we integrate with our operational partners, and especially Te Mahau
- Our group structure.

Once this structure is implemented, I expect us to be able to refocus on building policy capability including training, recruitment, professional development and continuous improvement in our capability frameworks.

Giving practical effect to te Tiriti

Everyone has a role in giving effect to te Tiriti. The specifics of how we can assist each other to respond to te Tiriti are being developed in several key areas. These include:

Policy process – a clear and consistent policy process is being established that will ensure, among other things, that teams identify Māori rights and interests early in the policy process to inform engagement with Māori, and that te Tiriti analysis and potential impacts on ākonga Māori and whānau forms part of all our policy advice.

We are strengthening our commissioning and quality review processes to better reflect our te Tiriti expectations and obligations, and the outcomes for ākonga Māori set out in Ka Hikitia and Tau Mai Te Reo.

We are also learning from and reflecting on our recent experiences of seeking to develop policy in stronger Tiriti partnerships.

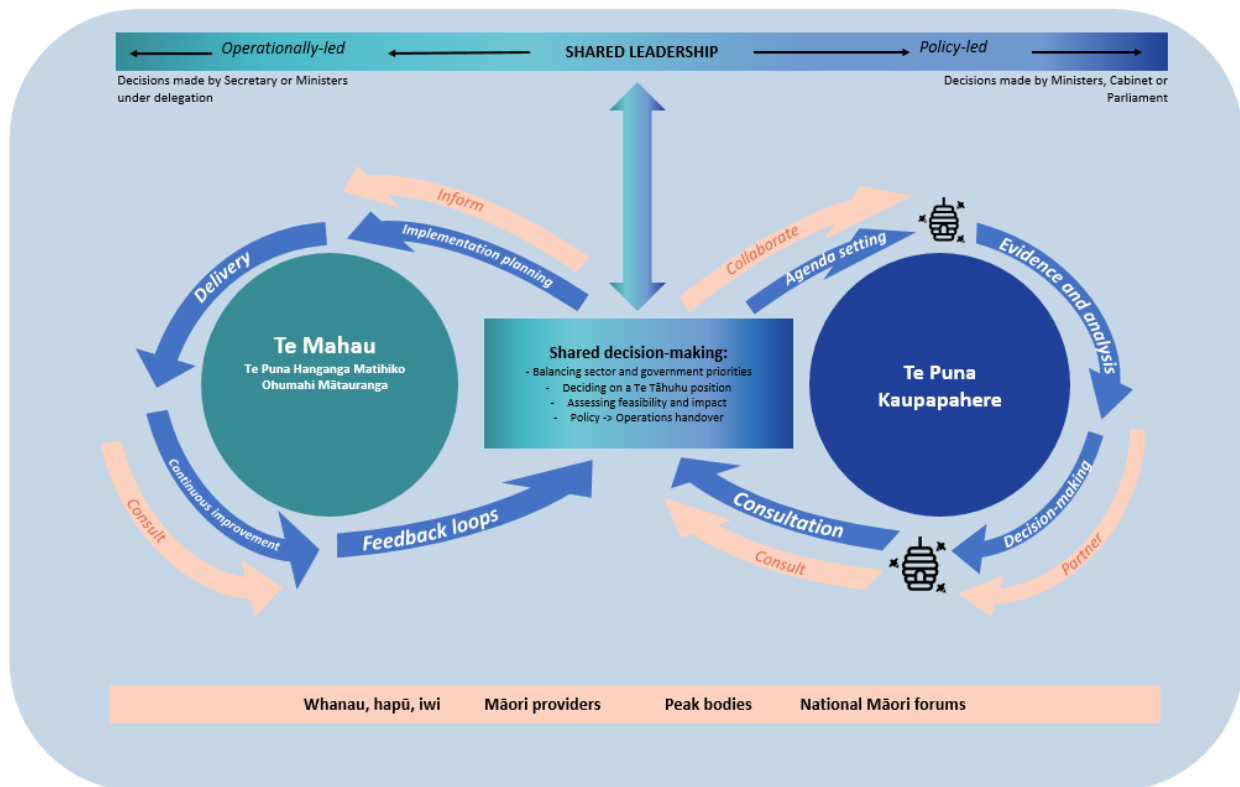
Capability building – With the support of the Pou Ārahi and our policy management team, a wider and deeper range of te ao Māori and te Tiriti learning opportunities for managers and staff will be provided to strengthen our capability to meaningfully honour te Tiriti in all our work. We will continuously review our approaches to recognising, recruiting, retaining and progressing kaimahi Māori.

Structure and roles – the proposed structure includes that all groups have responsibility for aspects of te Tiriti. There is also the inclusion of clear responsibilities for Tribunal claims and Kaupapa Māori education reform, and leadership position descriptions with expectations that emphasise different skill sets.

Partnership throughout the policy cycle

The Ministry's operating model calls for operationally integrated policy throughout the cycle. The diagram below sets out a proposed model of how the policy development cycle should work in this context.

The fundamental change that will make this work is a culture of partnership in everything we do, supported by good processes and strong trust relationships.



The diagram shows how feedback loops will inform agenda-setting and ministerial decisions, and how implementation planning will mean a more seamless path from policy decisions to delivery. Crucially, the shared leadership across Te Tāhuhu and Te Mahau is where we make the key decisions on the high-level policy advice we offer, informed by front-line feedback and also by an understanding of sector impact and operational feasibility. Leadership accountabilities and decision-making shift at different stages in the policy cycle.

The diagram also overlays the Te Arawhiti framework for engagement with Māori. This framework operates in five levels, and the diagram shows where we need to meet our basic obligations to inform and consult, as well as how we would reach the more ambitious levels of collaboration and partnership. The “empower” level would see Māori engaged right through the policy cycle.

This diagram focuses on Te Mahau, but a similar framework applies to our work with the Education Crown Agents (TEC, NZQA, Education NZ) and with the Teaching Council.

Delivering on the aspiration shown in this diagram means that Te Puna Kaupapahere have to act as effective partners in their stewardship of the policy cycle. It also means Te Mahau, in particular Te Pae Aronui, needs to build feedback loops and to pick up implementation planning as part of the policy cycle.

Enabling change through structure

I have been clear from the outset that the main change for us lies in *how* we work. Structural change however, provides an enabler for the cultural shifts that will be required. Some key features of the proposed structure change include:

Group structure and functional capability – having groups structured around both system and sector constructs. A stronger emphasis on the system view should help maintain a healthy balance of

perspectives alongside greater partnerships with our operational hoamahi. The emphasis on partnership is reflected in the clear mapping of rōpū to key partners.

In terms of te Tiriti, I see all rōpū having responsibility for Article one of te Tiriti o Waitangi, as all of our work supports the Crown's kawanatanga role. The proposed new System Group would take primary responsibility for our Article two responsibilities of enabling rangatiratanga, as this group is responsible for Tribunal claims, and for the current Kaupapa Māori reform programme. And the Equity Group would take lead responsibility for article three – orietitanga.

With more deliberate integration of policy support for all of Te Tāhuhu, we also need to expand our functional capability into new areas (e.g. digital, curriculum and assessment, workforce, and data and evidence for early childhood and schooling).

Leadership team – an appropriately sized Te Puna Kaupapahere Leadership Team will be better placed to drive the longer-term operating model and cultural shifts needed to achieve the intent of our change.

Through the process of establishing a permanent Leadership Team, role descriptions will ensure that each member has a genuine understanding and commitment to te Tiriti as well as the capabilities and desire to drive meaningful change within their respective areas. This will involve building te Tiriti into the role descriptions and Letters of Expectations for General Managers. Clear performance expectations around this important aspect of their work must be based on the Tātai Pou and Whāinga Amorangi capability frameworks.

The proposed establishment of a policy leadership committee would also support the leadership team on matters of strategic importance.

More detail on the proposed structure and roles are given in the next section.

Questions you may like to consider

- *What are your thoughts on the key areas to give effect to te Tiriti?*
- *What are your thoughts on the integrated end-to-end policy approach?*
- *What are your thoughts on how the proposed structure (next section) will enable these key shifts?*
- *How do you see the approach helping us to deliver on the key shifts?*

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

I propose to reorganise Te Puna Kaupapahere into four main policy groups, while retaining the existing Office of the Hautū. These four groups balance system and sector focused policy functions, each with clear but distinct responsibilities for giving effect to te Tiriti.

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

To guide potential changes to the structure of Te Puna Kaupapahere, a set of structural design principles were developed based on discovery feedback and aligned with relevant Operating Model Statements and Operating Change Statements agreed by Te Oho Poutoko.

The structural design principles are:

- Te Tiriti and te ao Māori knowledge and expertise is clear, valued, and visible in senior leadership roles.
- Groups have clear roles and responsibilities, and logically grouped work portfolios to support operationally integrated policy.
- Groups have clear client relationships.
- The structure reflects a whole-of-system approach and the importance of evidence and analysis.
- In-built flexibility enables adaptation to changing priorities.
- Equitable roles enable growth and career development.
- Roles are aligned with the wider government policy market.
- Managerial spans of control are realistic and consistent and will fit within the parameters of between 5-12 direct reports.

Leadership Team

One of the original primary drivers for structural change in Policy was the need to establish a leadership team that was right sized, had appropriate spans of control and was focused in the most appropriate ways to help the group meet the change being driven across the Ministry.

Te Puna Kaupapahere was formed in October 2021 from a merger of two groups, resulting in a leadership team of 16 people. This is too many to effectively function as a team and goes against the criteria around spans of control. Embedding a 'right sized' leadership team will allow the group to be best placed to deliver on the changes required of the group and support it to play its part in the wider Ministry changes.

The leadership team proposed is reduced in size to seven people and includes four new General Manager positions alongside the Pou Ārahi, Director, and Director of the Office of the Hautū.

General Managers

The move from the five existing Group Managers within Te Puna Kaupapahere to a proposal of four General Managers represents a new grouping of functions that balance the depth of a sector focus with the breadth of systems views. This would see four General Managers leading these teams and bringing system level leadership and functional stewardship to their specific areas of focus.

The General Managers would also be expected to lead and develop the group's relationships across Te Mahau, the wider organisation, other education agencies, the sector, across government and with Tiriti

partners. Working in a manner where our partners are engaged, listened to and active participants throughout a policy process is fundamental to the success of policy as a collaborative partner.

General Managers will be given responsibility for leading specific relationships with identified partners on behalf of the wider group and ensure pertinent information is shared across the group or organisation as appropriate.

Formalising this expectation on the General Manager position signals the intent that these roles are as much about leading our collaboration and partnerships, as they are leading the policy teams that deliver the work.

While the group is largely made up of policy teams sitting under a General Manager there are additional thought leadership roles that sit outside of this structure.

See attached for more detail on the proposed new General Manager roles.

Policy Directors

The Policy Directors are a significant asset for Te Puna Kaupapahere. As a cohort they represent considerable expertise and experience. They enable and support the group to navigate complex systemic issues, lead projects that span across agencies or carry significant profile and reputational risk. They have demonstrated leadership on some of our most complex and successful projects.

As well as offering individual or collective views on current and future issues that the group faces, they also work alongside teams and policy managers to provide mentoring and support as required.

I intend that we retain the Directors' responsibilities for both thought leadership and programme leadership, while bringing them closer to group-level management teams and providing for more manageable spans of control at every level. Therefore, I am proposing that their reporting lines move from their current Tier 2 (Hautū report) to a Tier 3 (General Manager) report.

The General Manager would be their day-to-day manager and a point of escalation or query as required. However, their work programmes will be set collectively alongside the General Managers, through a Policy Leadership Committee. The role of this committee is discussed below.

Chief Policy Analysts

At present there is a mixed model within Te Puna Kaupapahere, with a range of Chief Advisors, Chief Policy Analysts and other Chief roles reporting in to either Tier 3 General Managers or Tier 4 Senior Policy Managers. Some of these roles are similar in terms of focus and scope, requiring deep subject matter expertise that supports specific policy work.

These staff members allow Te Puna Kaupapahere to innovate, advise, create and deliver solutions that meet the growing complexity of needs that present in today's education system. However, the mixed model of reporting lines can create complexity and confusion when navigated from outside the group. There is also the risk that these positions feel isolated as they don't sit within a team for day-to-day work. It is also a step away from the 'standard' policy team structure where Chiefs sit under a manager with a focus that supports that of the team they work within.

I propose that the Chiefs who report to a current Tier 3 General Manager position retain their existing focus and accountabilities but change reporting lines to be managed by a Tier 4 Senior Policy Manager. This change supports a clearer leadership structure and career development pathway when placed alongside the proposed changes to Policy Director roles.

Despite these proposed changes to the reporting lines for both the Policy Directors and Chiefs, their importance to the group is well understood. No one occupying any of these roles at present need worry about the value the group places on their skills post re-structure. These positions, titles, job descriptions and conditions of employment will remain as they are now (save the proposed reporting line change).

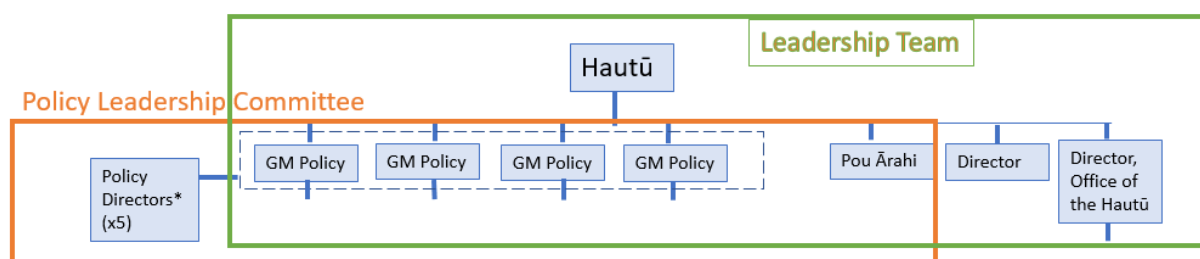
Policy Leadership Committee

The purpose of a Policy Leadership Committee would be to provide collective leadership and direction on policy issues of strategic and/or system-wide importance.

Under this proposal, the Policy Leadership Committee would have responsibility for:

- Strategic Priorities – advising the Leadership Team on strategic policy priorities and resourcing, e.g. where work involves particularly complex and/or high-risk issues or contentious policy advice
- Informing Policy Direction – advising on the stance we take on major policy choices (with final decisions resting with the relevant accountable person)
- Supporting the organisational priorities of Te Puna Kaupapahere, promoting and supporting application of key frameworks (eg te Tiriti, Policy Quality).

The committee would consist of the Policy Directors, General Managers and Pou Ārahi, but would be expected to call in the Director and Director Office of the Hautū on items of relevance. Over time this group may call on other operational colleagues to attend and support decision making.



*Policy Directors collectively form part of the Policy Leadership Committee. They each have a reporting line in to a GM - Policy

Groups

The proposed structure would be a balance between sector and systems-focused groups and would include the creation of:

- An **Equity Policy Group** that would focus on population groups and equitable learner outcomes
- An **ECE & Schools Policy Group** that would provide sector specific advice in early learning and schooling
- A **Tertiary Policy Group** that would deliver advice, data and evidence for the tertiary system
- A **Systems and Regulatory Policy Group** that would provide system level advice on key issues and regulatory policy.

Changes to Tier 4 and below

While the proposed changes are at the Tier 3 level, there are subsequent reporting line changes that this also leads to. This would initially be a case of changing reporting lines for managers and forming

new groupings with existing teams, however, over time the focus, capability and requirements may change as the business needs are better understood.

General Manager roles

Proposed functions, services and accountabilities of General Managers

	Service Areas			
Role Title	General Manager Equity	General Manager ECE and Schools Policy	General Manager Tertiary Policy	General Manager Systems and Regulatory Policy
Role Architecture Name	General Manager	General Manager	General Manager	General Manager
Specific Portfolio Accountabilities	Māori learner success	Early learning funding and fees	Funding and fees	Fiscal and funding strategy and budget process
	Ka Hikitia and Tau Mai Te Reo	ECE - schooling transitions	Governance and ownership	Legislation, regulatory policy
	Te reo and mātauranga Māori	School funding and financing	Vocational Education and Training	Regulatory stewardship
	Pasifika learner success	School governance	Labour market outcomes of education	Waitangi Tribunal claims and kaupapa enquiry
	Pasifika Education Action Plan	School property and transport	Wānanga	Kaupapa Māori and Māori medium reforms
	Learner equity & wellbeing initiatives	Kōhanga Reo	Student loans and allowances	Crown Entity monitoring
	Alternative education	ECE & schooling workforce	International Tertiary students	International organisations and international evidence
	Learning support	ECE and schooling curriculum, progress and assessment	Export education levy	UNESCO secretariat
	School attendance and engagement	Digital, technology, hybrid, distance and blended learning	Tertiary data, monitoring, research, and forecasting	System-level, ECE and schools' data analysis and evidence
	Vocational education and training in schools	International school students		
	Secondary-tertiary pathways			
WHAT does the function do?	Leads the provision of policy advice that aims to achieve	Leads the provision and delivery of sector specific advice in	Leads provision and delivery of advice, data and	Leads the provision of system level advice on key

	more equitable learner outcomes.	early learning and schooling	evidence for the tertiary system	issues and regulatory policy
WHY is it important?	<p>Places a specific focus on cohort and functional levers.</p> <p>Supports the move to a holistic cross system view</p>	<p>Retains specific sector / topic focus</p> <p>Develops deep subject matter expertise</p> <p>Easy to navigate for internal and external stakeholders</p>	<p>Retains specific sector / area focus</p> <p>Develops deep subject matter expertise</p> <p>Easy to navigate for internal and external stakeholders</p>	<p>Groups the significant systemic and regulatory levers available to change settings</p> <p>Supports thinking at a more holistic cross system level</p>
WHAT happens here? –	<p>Leads on education strategies and programmes of work for population groups, and those that focus on equity, access, inclusion and well-being.</p> <p>Advises on advancing well-being outcomes via the education system.</p> <p>Work alongside operational hoamahi to share the strategic leadership space</p>	<p>Develops sector-specific policy advice on early learning and schooling</p> <p>Responsible for key policy levers of funding, regulatory frameworks, and infrastructure ownership</p> <p>Work alongside operational hoamahi to share the strategic leadership space</p>	<p>Responsible for key policy levers of funding and regulatory frameworks (including student loans), policy settings for international tertiary students, as well as data maintenance, monitoring, forecasting and interpretation relevant to the tertiary sector.</p> <p>Work alongside operational hoamahi to share the strategic leadership space</p>	<p>Responsible for budget strategy and process, the legislative programme, and regulatory frameworks.</p> <p>Leads on key system-wide policy levers including strategic policy instruments and supports the group with systems-thinking.</p> <p>Leads policy on the Kaupapa Māori / Māori Medium reforms.</p> <p>Provides crown entity monitoring and leads engagement with international organisations.</p>

Equity Policy

What is the Equity Policy Group and why is it important?

It is proposed that the **Equity Policy Group** would provide policy advice to Ministers, in close partnership with operational hoamahi and other government agencies, that would aim to achieve more equitable learner outcomes.

It would look across the whole of the education system – from early childhood, to schooling and tertiary. It will apply population, te Tiriti, inclusion, equity and other targeted lenses to consider how the education and participation needs of all learners may be met.

Proposed functions, services and accountabilities of Equity Policy

	Equity Policy Group
WHAT does the function do?	<i>Leads the provision of policy advice that aims to achieve more equitable learner outcomes.</i>
HOW will this function be organised?	<p>The function will consist of the following current teams:</p> <ul style="list-style-type: none"> • Māori education • Pacific education • Investing in educational wellbeing • Learning support • Access and participation
What functions they will cover?	<ul style="list-style-type: none"> • Māori learner success • Ka Hikitia and Tau Mai Te Reo • Te Reo and Mātauranga Māori • Pacific learner success • Pacific bilingual education • Pacific Education Action Plan • Learner equity & wellbeing initiatives • Disabled learners • Alternative education • Learning support • School attendance & engagement • Careers • Scholarships • Vocational education & training in schools • Foundation tertiary education • Secondary-tertiary pathways • Learner codes of practice
What relationships will this group lead?	<ul style="list-style-type: none"> • Social policy agencies • Population agencies • Pacific portfolio – Hautū

ECE and Schools Policy

What is the ECE and Schools Policy Group and why is it important?

It is proposed that the **ECE and Schools Policy Group** would provide sector specific policy advice to Ministers, in close partnership with operational hoamahi and other government agencies for children in the early learning and schooling.

It will be responsible for key policy levers including funding, governance, infrastructure, workforce, curriculum and assessment for the early learning and school system.

Proposed functions, services and accountabilities of the ECE and Schools Policy

<i>ECE and Schools Policy Group</i>	
WHAT does the function do?	Leads the provision and delivery of sector specific advice in early learning and schooling
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • ECE policy • Early learning policy • Funding policy • Quality teaching and learning • Infrastructure
What functions they will cover?	<ul style="list-style-type: none"> • Early learning funding and fees • Early learning service quality & sustainability • Early learning participation • ECE-schooling transitions • School funding & financing • School governance • School property & transport • Network management policy • Kōhanga Reo • Kura • ECE and schooling workforce, training and PLD • ECE and schooling curriculum, progress and assessment • Digital, technology, hybrid, distance & blended learning • International school students
What relationships will this group lead	<ul style="list-style-type: none"> • Te Mahau • Te Puna Hanganga, Matihiko • Te Puna Ohumahi Mātauranga • NZQA • Teachers Council • ECE & schooling sector peak bodies • ECE portfolio – Hautū

Proposed structure and roles of the ECE & Schools Policy Group

See attached for the proposed structure.

Proposed structure for ECE & Schools Policy

While the proposed structure shows the mapping of existing teams to the new rōpū / group, it also indicates new functions that it would have oversight for. These are functions where Te Ohu Poutoko has agreed that Te Puna Kaupapahere should have more active involvement, but where we are still scoping out the size, complexity and frequency around that need. Continuing this process will be a key responsibility of the new General Manager.

As such these functions would not initially be staffed as separate or new teams, they would be serviced within the new group's capacity. Over time as the level of need is better understood, this decision may change, but this would be dealt with through standard business as usual processes.

Tertiary Policy

What is the Tertiary Policy Group and why is it important?

It is proposed that the **Tertiary Policy Group** would provide sector-specific policy advice, data, and evidence on education for adults in the tertiary system.

It will be responsible for key policy levers including funding, financing (including student loans), ownership, vocational and higher education, research, and the settings for international tertiary students, as well as data, monitoring, forecasting and research.

Proposed functions, services and accountabilities of Tertiary Policy

	<i>Tertiary Policy Group</i>
WHAT does the function do?	Leads provision and delivery of advice, data and evidence for the tertiary system
HOW will this function be organised?	<p>The function will consist of:</p> <ul style="list-style-type: none"> • System, regulatory and higher education • Vocational and skills • Funding and fees • Tertiary sector performance analysis • International policy
What functions they will cover?	<ul style="list-style-type: none"> • Higher education • Research • Tertiary funding and fees • Tertiary governance & ownership • Tertiary service quality & sustainability • Tertiary participation & fiscal management • Vocational education & training • Labour market outcomes of education • Wānanga • Student loans and allowances • International tertiary students • Export education levy • Tertiary data, monitoring, research, and forecasting
What relationships will this group lead?	<ul style="list-style-type: none"> • TEC • ENZ • Tertiary sector peak bodies • Tertiary students • Economic policy agencies

Proposed structure and roles of the Tertiary Policy Group

See attached proposed structure

System and Regulatory Policy

What is the System and Regulatory Policy Group and why is it important?

To provide system level policy advice to Ministers, in close partnership with operational hoamahi and other government agencies on key issues and strategies, and regulatory policy across the system.

While delivering insight, evidence and frameworks including international connections, it will also lead on Waitangi Tribunal related matters, Kaupapa Māori reforms, and system-wide levers including strategic policy instruments and Crown Entity monitoring.

There is a new tier four role proposed to be created as a part of the design of this group.

Manager Evidence

The role of evidence in the development of policy was well spelled out in the May 2021 Decision Document and was echoed through the discovery interactions and feedback.

I have modelled this team closely on the successful TSPA model within the tertiary group. In particular, policy teams value the in-depth knowledge of current and longitudinal datasets and how to analyse and interpret them, the currency with both new thinking and long-standing frameworks, and the ability to commission policy-relevant research and insights. This team, as TSPA do now, will be expected to work closely with our colleagues in Evidence, Data and Knowledge to ensure collaboration opportunities are being fully leveraged.

TSPA would remain as it currently is and will continue to deliver its current functions. These include functions such as data stewardship and forecasting, which the new Evidence team will not need to include for ECE and schooling, as they are delivered elsewhere in Te Tāhuhu.

This consultation proposes creating a new Tier 4 Manager position to sit in the Systems and Regulatory Policy Group titled Manager Evidence. This position would manage a team of analysts who would develop and lead an evidence-based approach to policy development. There would be opportunities for existing staff to transfer into this team, as well as additional capability and capacity added later.

Proposed functions, services and accountabilities of System and Regulatory Policy

	<i>System and Regulatory Policy Group</i>
WHAT does the function do?	Leads the provision of system level advice on key issues and regulatory policy
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none">• System policy• Governance, legislation and accountability• Budget strategy and coordination• International cooperation and engagement• Crown entity monitoring
What functions they will cover?	<ul style="list-style-type: none">• System policy and system-level strategies• Budget, fiscal and funding strategy & budget process• Legislation, regulatory policy & regulatory stewardship• Waitangi Tribunal claims & Kaupapa Inquiry• Kaupapa Māori and Māori medium reforms• Long term insights briefings• Crown entity monitoring

	<ul style="list-style-type: none"> • International organisations and international evidence • UNESCO secretariat • System-level, ECE and schools' data analysis and evidence
What relationships will this group lead?	<ul style="list-style-type: none"> • Central agencies • Te Tuarongo • ERO • NZCER • International organisations and Government to Government relationships • MFAT

Proposed structure and roles of the Systems and Regulatory Policy Group

See attached for the proposed structure

Te Puna Kaupaphere

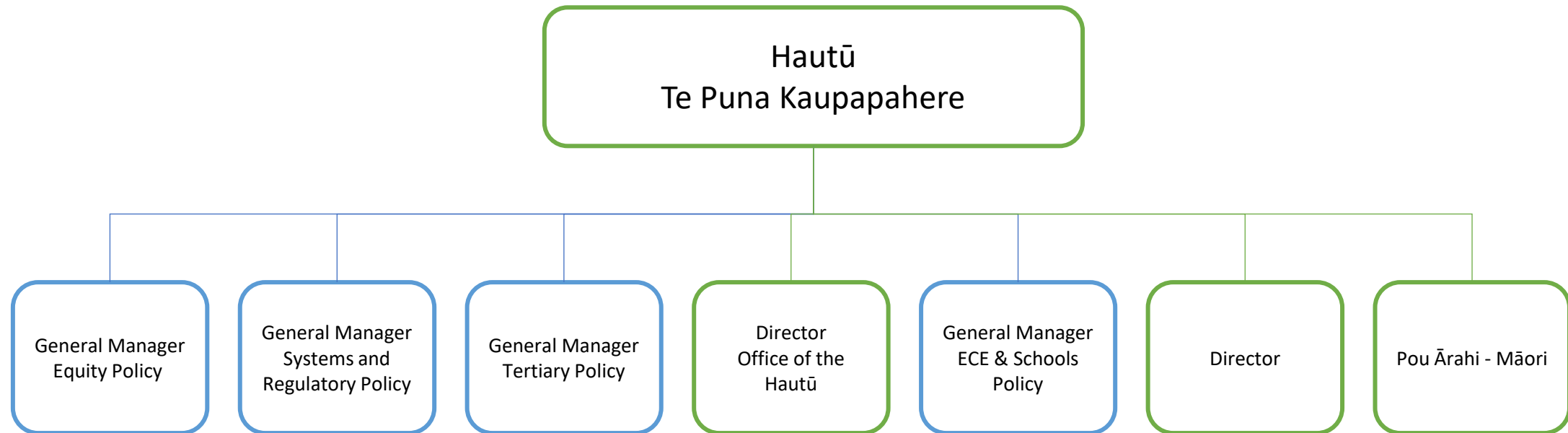
Proposed structure charts

3 October 2022

Te Puna Kaupapahere – Tier 3

Existing position

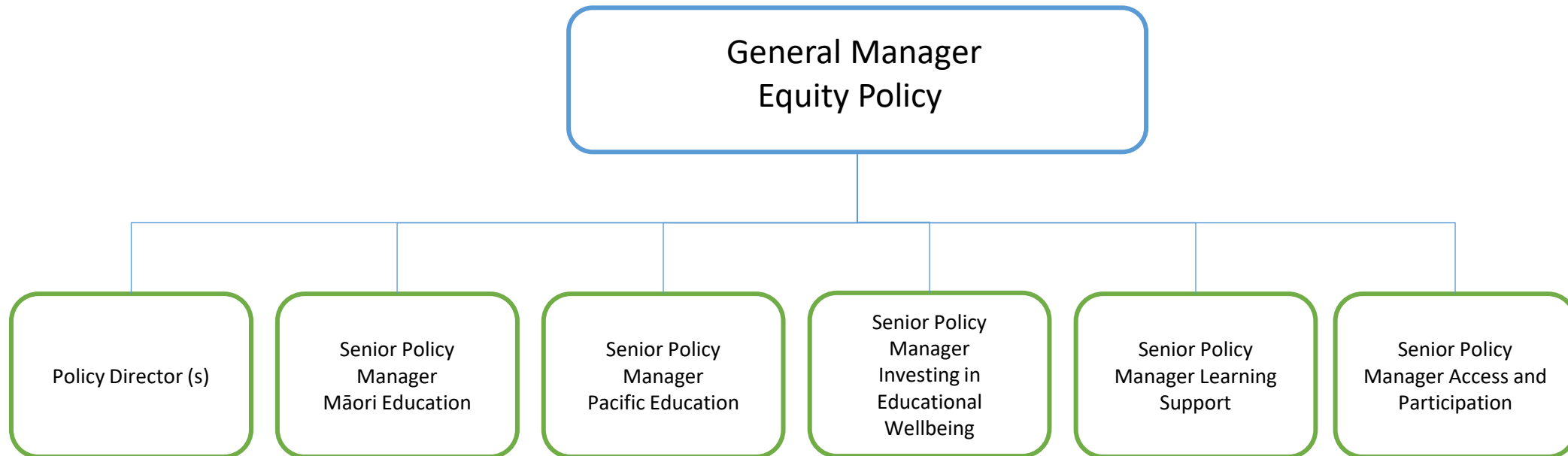
Proposed new position



Te Puna Kaupapahere – Tier 4

Existing position

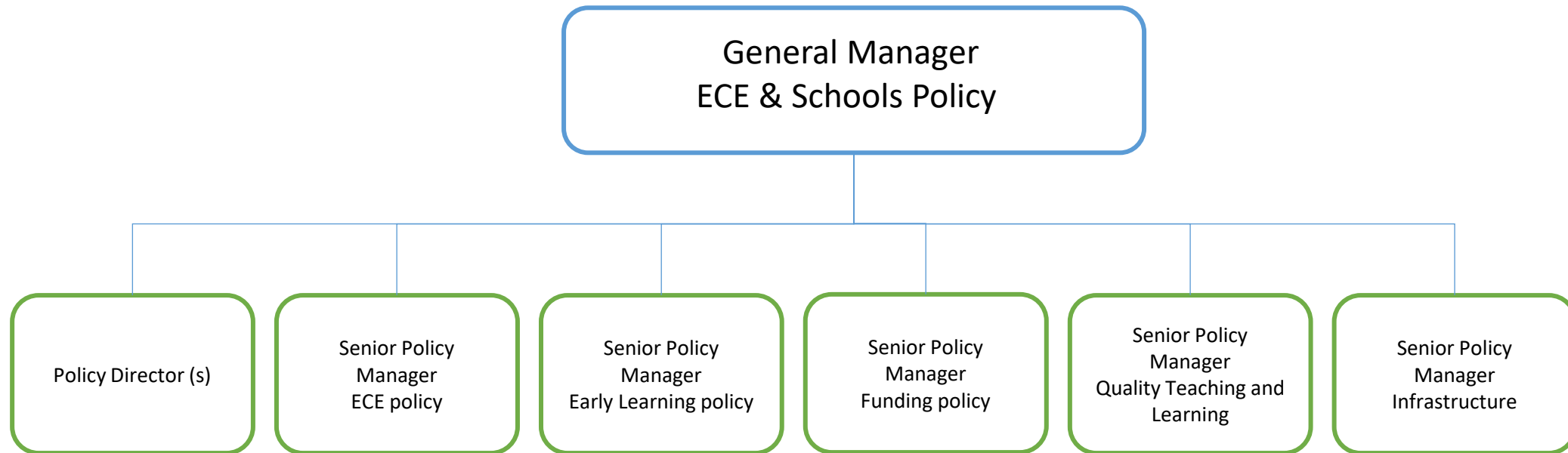
Proposed new position



Te Puna Kaupapahere – Tier 4

Existing position

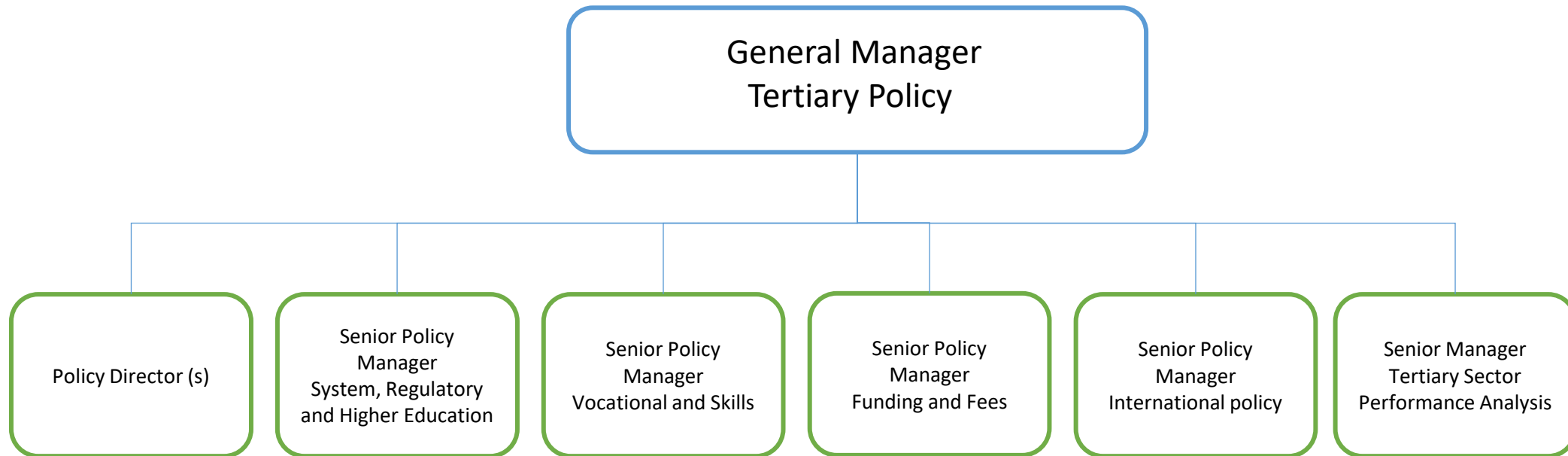
Proposed new position



Te Puna Kaupapahere – Tier 4

Existing position

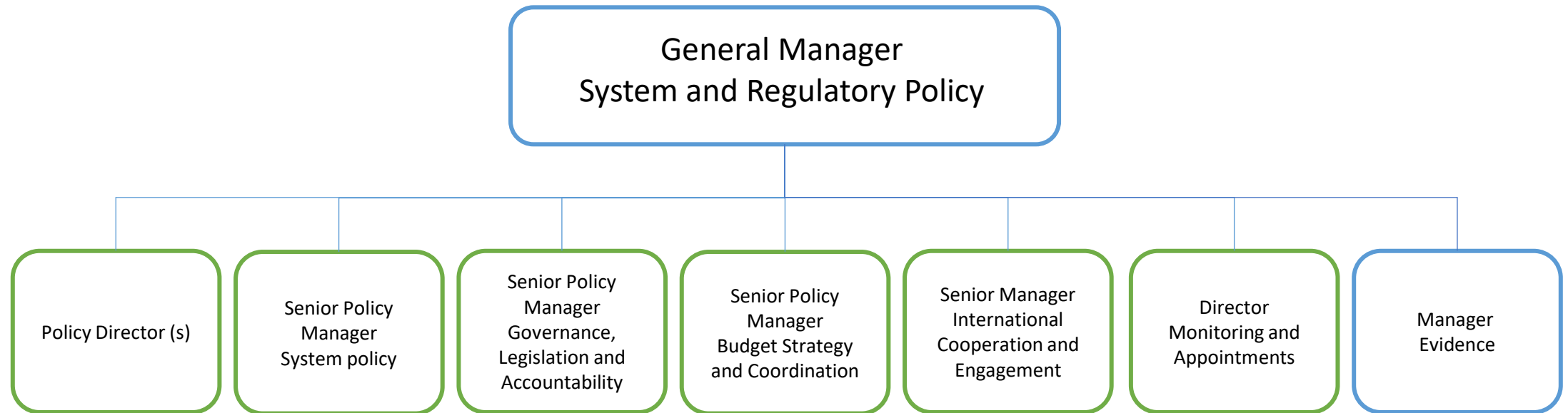
Proposed new position



Te Puna Kaupapahere – Tier 4

Existing position

Proposed new position



Te Puna Kaupapahere – Tier 4

Existing position

Proposed new position

