

# Te Puna Rangatōpū

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# He kupu nā te Hautū

Kia ora koutou e te tīma o Te Puna Rangatōpū,

Nōku te māri ki te ārahi i tō tātou rōpū i tēnei huarahi ki te whakaaroaro ake i te āhua o ā tātou mahi hei āwhina i Te Tāhuhu o te Mātauranga, e nui ake ai te whai hua a ngā ākonga me ō rātou whānau. Ko te pānga ki Te Puna Rangatōpū ko te panonitanga o ā tātou ratonga me ō tātou rōpū kia hāngai ai ki ngā hiahia o Te Mahau, kia tautokona hoki ai Te Tāhuhu ki te ā i ngā rauemi ki te aroākapa.

Nōku ka whakatau i tō tātou anamata, i tūpato ahau, he mōhio nōku ko ō tātou painga me pupuri tonu, me tautoko tonu: ō tātou mātangata, te ū ki ngā mahi, te tāwariwari, te raka me te tuwhera o te ngākau ki te mahi i ngā mahi. He rōpū kaha, he rōpū kakama tātou.

Ko tā tēnei puka he tāpae i tētahi anga mahi hei mahere mō te anamata, tae ana ki tētahi whakaraupapatanga hou.

I whakawhanake ēnei tāpaetanga i te rongo o ngā hiahia o ā tātou kiritaki, ā, o ngā wero e pihi ake ana ki ō tātou tāngata. Ko te kaupapa matua ko te tuitui. Arā, te tuitui i ā tātou pūnaha me ā tātou hātepe kia hāngai ake ai ki tō tātou tīma; te tuitui i ā tātou ratonga kia tōpū ai ngā urupare mā ngā kiritaki; me te tuitui i ngā tīma, i ngā rōpū, otirā i Te Tāhuhu o te Mātauranga kia mārāma ai tātou ki te wāhi ki a tātou i roto i te katoa. Waihoki, kia mārāma hoki ai ki te wāhi ki tēnā, ki tēnā, kia whai hua ai ngā ākonga.

I rongo hoki mātou ānō nei kei te taunaronatia koutou, kāore e taea te aro ki ngā kaupapa e tika ana.

Ko taku moemoeā mō Te Puna Rangatōpū kia tautokona koe e ia kia whanake ai, kia tōnui ai hoki. Kia whai koe i ngā pūnaha me ngā taputapu tika e oti wawe ai, e oti māmā ai hoki i a koe ō mahi. Kei te anga mahi nei, tēnei e tāpaetia ana, he ara māraakerake mō ā tātou kiritaki e whai wāhi ai rātou ki ngā momo tautoko, iti, nui rānei, ā, kua uru hoki tētahi ara whakawhanake i tō umanga i roto i Te Puna Rangatōpū me Te Tāhuhu. He whānui tonu ā tātou mahi. Mā te tuitui i ēnei mahi e wātea ai koe ki te whanake ki ngā tūranga me ngā tīma huhua.

Ka mutu, ka whakaritea ētahi ara kia ako ai koe i ngā pūkenga hou me te pīkau i ētahi wero hou, e pīrangī ana kia tika te wāhi ki ngā mahi whakahaere o ia rā kia takatū ai koe, ā, kia āhei ai te takoha i ō pūkenga.

Ka kitea i te anga whakahaere e tāpaetia ana tētahi moemoeā mō tētahi āhua mahi e āhei ana ngā rōpū, ngā tāngata me ngā tīma te tuku wawe i ngā urupare me te mahi tahi i ngā mahi hohe, ā, te pana hoki i ngā tono whīwhiwhi ki ngā tīma mātanga. E whai ana kia māmā ake tā ā tātou kiritaki pōkai i tēnei ratonga, ā, kia tuitui hoki i ngā tāngata ka pai ake pea ā rātou mahi mēnā i āhei te mahi tahi ki ētahi atu e mahi ana i aua mahi tonu.

Ka kitea hoki te tautuhinga o ngā tūranga kaiārahi. Hei tautoko tēnei i ō tātou kaiārahi ki te mahi ki te taumata e tika ana puta noa i te wāhi mahi.

Kei te iho o tā tātou anga whakahaere ko ngā huringa e whā i whakatakotohia ki te Puka Whakatau o Mei 2021, koinā te tūāpapa o tēnei ara panonitanga o tō tātou wāhi mahi. Kua whakarārangiā i raro iho nei te hāngai o ngā panonitanga nei ki ia huringa.

## Ngā tū mahi hei whakamana i Te Tiriti o Waitangi

Me tāmau tō tātou takohanga ki te Tiriti o Waitangi ki ā tātou whakamaheretanga me ā tātou mahi. Kei roto i te anga whakahaere e tāpaetia ana, ko ngā āhua mahi me ngā anga e tutuki ai tērā. Tae ana ki te

whakawhanake tahi i ngā kaupapa here ki ō tātou tāngata, te whakapakari i te āheinga ā-ahurea me ngā mahi whakahaere puta noai Te Tāhuhu o te Mātauranga. Waihoki, te mahi tahi ki Te Tuarongo hei whakaū i te hāngai o te mana taurite ki ngā kawatau me ngā wawata o te Māori, me te aha, ka kitea tērā i roto i ā mātou tuhinga, i ā mātou whakangungutanga me ā mātou kupu āwhina.

### **Mātua ko te reo o te rohe me te haukāinga**

Ko tā tēnei anga whakahaere he whakatū i ētahi tukanga whakahoki kōrero ōkawa, ā, mā ō tātou rohe me ō tātou rōpū aua whakahokinga kōrero e āpiti ki te hoahoatanga o te ratonga, otirā ki ngā mahi whanaketanga.

### **Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū**

Ko ngā mahi tuatahi i ngā panonitanga ko te whakatōpū i ngā tautoko me te whakapakari i tō tātou whai wāhitanga, uruparenga anō hoki. Ka kitea te whakatinanatanga o ēnei wawata ki ia taumata o te anga whakahaere e tāpaetia ana, nā reira ko te wāhi ki a tātou he noho hei pito whai wāhi, hei pito tautoko anō hoki hei urupare ki ngā hiahia o ngā kiritaki.

### **Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki**

Kua āta whai mātou ki te āpiti i ngā tukanga whakahoki kōrero ki te hoahoatanga o tā tātou mahere whakahaere, me te hanga i tētahi anga e hāpai ana i te kohia o ngā mōhiohio me te mahi tahi hoki.

Kei te mōhio ahau ka rerekē te pāngia o tātou katoa e ngā panonitanga. Mā ō koutou kaiārahi tāngata koutou e tautoko ki te whakatere i ēnei wai hou, ā, ko rātou hoki ka tautokona. Tēnā koe i tō manawanui me tō māramatanga, otirā i ō mahi me tō tautoko i tēnei wā.

### **Ō whakahokinga kōrero**

Kei te hia rongo ahau i ō whakaaro mō te pai rānei o tā ēnei panonitanga whakatutuki i ō tātou wawata o te whakaraupapa i a tātou hei whakarite i ngā ratonga tōpū me ngā ratonga mahi tahi; te whakauru mārika i ō tātou pūkenga; me te tautoko i a koutou katoa kia angitu ai.

Kei te mōhio ahau he whakaaro ō koutou mō tā mātou whakarite i ngā tūranga, whakakotahi rānei i ngā rōpū, ngā ratonga me ngā haepapa. Kei te hia rongo ahau i ō koutou whakaaro mō ngā painga me ngā hekenga. Mā te taputapu *ConsiderThis* e āhei ai koe te tuari noa i ō whakaaro, ā, ko taku akiaki kia whakamahia, ahakoa ā-rōpū, ā-tīma nei rānei, ā, ā-takitahi rānei. Kia rongo ahau i a koutou.

Nāku noa, nā,

Zoe Griffiths

Hautū, Te Puna Rangatōpū

## **Message from the Hautū**

Kia ora koutou Te Puna Rangatōpū tīma,

It is a privilege to lead our group through this opportunity to reconsider how we work to help Te Tāhuhu o te Mātauranga better serve ākonga and their whānau. For Te Puna Rangatōpū, this means re-aligning

our services and functions to the needs of Te Mahau and supporting Te Tāhuhu to shift resources to the front line.

I've been mindful that in setting our future, we must retain and support our strengths: our specialist expertise, commitment to service, flexibility, agility and willingness to step up and get the mahi done. We are a strong and capable group.

This document proposes an operating model as a blueprint for our future state including a new way of organising ourselves.

These proposals have been developed after listening to the needs of our customers and to the challenges being faced by our people. There was a strong theme of connection. In terms of connecting our systems and processes so they work better for our team; of connecting our services to give customers joined-up solutions; and connecting better across teams, groups and Te Tāhuhu o te Mātauranga so we understand our place in the whole and how we're contributing together, to achieve outcomes for ākonga.

We also heard that some of you feel pulled in many directions, which means you often don't have space to focus on what matters.

My vision for Te Puna Rangatōpū is a group that supports you to grow and thrive. Where we provide you with the right systems and tools to do your work quickly and easily. The proposed operating model offers our customers a clear pathway for accessing basic to complex support, and it offers a pathway for growing your career within Te Puna Rangatōpū and Te Tāhuhu. We have a such a wide breadth of work. Connecting this work means flexibility to progress across and up various roles and teams.

As well as providing opportunities for you to learn new skills and take on new challenges, we want to make sure day-to-day operational mahi is handled effectively so you have time to work proactively and contribute your expertise.

What you'll see in the proposed operating model is a vision for a way of working where groups, people and teams are able to respond quickly and collaboratively to daily reactive work and escalate complex requests to specialist teams. It's about making it easier for our customers to navigate our service and it's about connecting people who could do their jobs better if they were set up to collaborate with others with a similar focus or related work.

You'll also see leadership roles clarified and defined. This is to support our leaders to work at the right level consistently across the organisation.

At the heart of our operating model are the four shifts laid out in the May 2021 Decision Document, which are the foundation for our organisation's change journey. I have set out below how this proposed change responds to each of these shifts.

### **Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi**

Our commitment to te Tiriti o Waitangi should be embedded in our planning and work practices. The proposed operating model provides ways of working and structures to make this happen. This includes co-developing policies with our people, lifting cultural capability and leadership practice across Te Tāhuhu o te Mātauranga, and aligning with Te Tuarongo to ensure mana ōrite (racial equity) meets Māori expectations and aspirations and is reflected in our written work, training and advice.

### **Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice**

The operating model establishes formal feedback loops with our regions as well as functions focused on building this feedback into service design and continuous improvement mahi.

**Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support**

Integrating our services and support, and increasing our accessibility and responsiveness, were starting points for this change mahi. You'll see these ambitions reflected at every level of the proposed operating model, which organises our group around providing primary access points and joined-up services in response to customer needs.

**Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows**

We have been intentional about building feedback loops into our operating model design and creating a structure that supports information sharing and collaboration.

I appreciate that change can impact us all in different ways. Your people leaders will be here for you to help you navigate change, and they too will be supported through these changes. Thank you for your patience and understanding, and your ongoing mahi and support during this time.

**Your feedback**

I'm interested in your thoughts on how well these proposed changes fulfil our ambitions of setting ourselves up to deliver connected, collaborative services; maximising the value of our expertise; and supporting each of you to do your best.

You will have ideas about how we've designed roles or combined functions, services and accountabilities. I am keen to hear from you on what you see as positive and where you may see some potential gaps. The *ConsiderThis* tool allows you to share your views easily and I encourage you use it, either as a group or team response, or individually. I look forward to hearing from you.

Nāku noa, nā,

Zoe Griffiths

Hautū, Te Puna Rangatōpū

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

## Why we're proposing this change

The May 2021 Decision Document describes our te pūtake me te kawenga | purpose and role as delivering essential organisation-wide statutory and corporate functions to enable us all to operate effectively and help fulfil the statutory and reporting obligations of Te Tāhuhu.

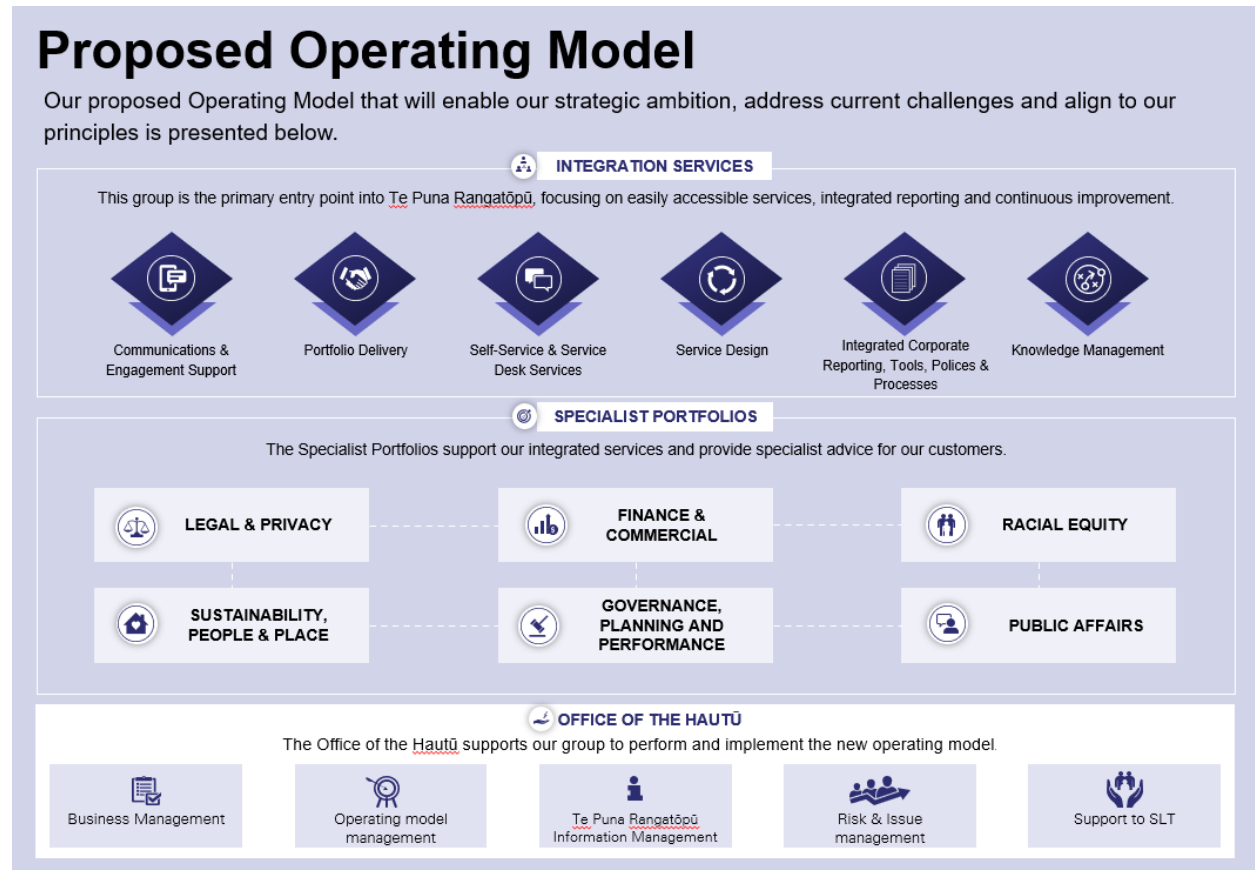
Our group has been asked to deliver consistent, efficient, integrated services and good business practice. We have also been asked to role-model cultural responsiveness through the design and implementation of our corporate policy, processes and practices.

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 the organisation's change. We have focused on:

- Our commitment to te Tiriti o Waitangi through our planning and work practices; and supporting diversity, voice and manaakitanga for all ethnicities
- Putting sustainability at the heart of our mahi, including creating great work environments for our people
- Clear ways of working that empower our Te Puna 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 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.

## Proposed operating model for Te Puna Rangatōpū

The proposed operating model represents a new way of working across our group and with our customers. It organises us into three main areas: a new Integration Services group, Specialist Portfolios based on similar focus areas or related work, and the Office of the Hautū. This is illustrated below.



The following proposed Te Puna Rangatōpū groups would make up the operating model.

- Integration Services
- Legal & Privacy
- Financial & Commercial
- Racial Equity
- Sustainability, People and Place
- Governance, Planning & Performance
- Public Affairs
- Office of the Hautū

## Ways of working

The following proposed key ways of working underpin the operating model and would help move us to our future state.

- We will focus on managing engagement with our customers and stakeholders, making connections for them and supporting them through our processes.

- To manage engagements, we may co-locate with the business groups we serve, to build relationships and be closer to their work, but we will retain hard reporting lines to Te Puna Rangatōpū for the corporate services we provide.
- We will support enterprise-wide best practice and extend our expertise through setting and guiding best practice for the organisation.
- Te Puna Rangatōpū will develop frameworks and policy, provide oversight and set clear boundaries of use, but we will not manage these on a daily basis.
- We will consult customers, Pou Ārahi and other key partners when developing our policy and processes.
- We will be structured to provide growth and career development opportunities for our people.
- We will focus on providing effective operational and regulatory services, and deepen our insights and strategic support in the areas where our expertise can add the most value.
- We will align our support to service agreements and the standards required for New Zealand Ministries by Te Kawa Mataaho | Public Service Commission.
- We will have an ICT roadmap to support a targeted technology plan, with standardised technology platforms and systems that work together effectively to provide joined-up services for our customers.
- We will work towards self-service and automation for basic tasks, where it will streamline, be easy and speed up the delivery of these services for our customers and deliver value for investment.
- We will offer best practice policies, virtual channels and an integrated service desk for intermediary tasks.
- We will collaborate and connect across Te Puna Rangatōpū to help facilitate complex tasks for our customers.
- We will use feedback loops to monitor and improve our services.



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

## Integration Services

This new function would be built over time to provide a primary point of access to the full range of Te Puna Rangatōpū services and expertise. It would connect mahi across our teams to deliver joined-up solutions for customers. The intent of this change is to:

- Establish a function dedicated to managing day-to-day high volume, transactional and operational tasks effectively.
- Make our services more easily identifiable and accessible to our customers.
- Break down siloed service delivery across Te Puna Rangatōpū so we're working together to give customers end-to-end solutions.
- Streamline and integrate our services, so our customers are supported early and throughout our processes.
- Focus on continuous improvement.

This proposal sets out our proposed blueprint for the Integration Services group. We would propose to transition this new function in phases, such as:

- Proposed realignment to Internal Communications, Service Operations, Service Management and Portfolio Delivery.
- Identifying proposed enhancement opportunities for the functions, including development of the self-service portal (over time), integrating the service desk offerings and supporting the development of the communications community of practice.
- Implementing proposed enhancements, including the self-service portal, integrated reporting and continuous improvement of the functions over time.

## Team organisation

The Integration Services group is proposed to consist of the following new teams:

- **Service Operations** responsible for managing and resolving basic customer queries, through self-service support, an integrated service desk and linking with Specialist Portfolios.
- **Service Management** responsible for managing Te Puna Rangatōpū service catalogue and working with Specialist Portfolios to design or refine our end-to-end services. Te Puna Rangatōpū service catalogue is the comprehensive list of services our group offers to the Ministry. This team would also be responsible for managing our self-service offerings, providing integrated reporting, driving continuous improvement in Te Puna Rangatōpū based on customer feedback, and managing information and records for the Ministry.
- **Internal Communications and Engagement** responsible for setting internal communications strategy, frameworks, guidance and templates, and managing internal communications channels and whole-of-Ministry internal communications. This team would support a consistent look and feel across all Te

Puna Rangatōpū documents and Ministry communications to our people. The team would work closely with internal communications resources in Te Mahau and relevant Offices of the Hautū and connect with a new Public Affairs team through a Ministry communications 'community of practice'.

- **Portfolio Delivery** responsible for managing and resourcing Te Puna Rangatōpū programmes and projects that we deliver to enhance our services and the customer experience. This Portfolio Delivery team would be guided by an enterprise Portfolio Management Office (ePMO) being proposed for the new Governance, Planning and Performance Specialist Portfolio team. The ePMO would oversee the investment portfolio and provide best practice programme, project, and change management guidance and support to the Ministry (see 'Specialist Portfolios', below).

Further detail on this new function, why it is proposed, and how it interacts with customers and the Specialist Portfolios, is included in the Integration Services page.

## Specialist Portfolios

The Specialist Portfolios are teams grouped by similar focus areas, services or ways of working. This change is proposed to:

- Bring together people and teams to support stronger collaboration
- Enable our Te Puna Rangatōpū people to apply their specialist skills to large-scale operational services and strategic advice
- Grow our capability and invest in our Te Puna Rangatōpū people by giving them career pathways from a variety of entry-level positions in Integration Services up to expert roles in the specialist portfolios, and provide for movement across specialist roles
- Provide timely, specialised and quality operational and strategic advice to our customers
- Support continued development of our specialist skills and delivery areas.

### Team organisation

The proposed Specialist Portfolios are:

- **Sustainability, People and Place.** This team would be integral in shaping the people experience at Te Tāhuhu o te Mātauranga. It would take a holistic view across people development, wellbeing, and sustainable work environments. This proposed grouping recognises that sustainability issues will be central for the workforce of the future and are important to our people now. The team would bring together workforce planning, people advisory and organisational development with our sustainability and property functions, which would move into this portfolio. The Learning and Development functions currently in Te Puna Hanganga, Matihiko would also join this team. MyHR Services, People Systems and People Analytics & Insights teams would move into the Integration Services group, and would work closely with Sustainability, People and Place.
- **Finance and Commercial.** The Finance and Commercial team would bring together Te Puna Rangatōpū procurement and finance functions, as well as the finance functions currently in Te Puna Hanganga, Matihiko, creating one centralised finance function within Te Puna Rangatōpū. Combining procurement and finance provides for an end-to-end view of financial and commercial strategies and activities and provide oversight of expenditure across the

organisation. The P2P Procurement team and Corporate Applications (Finance) team would move into the Integration Services group and would work closely with Finance and Commercial.

- **Governance, Planning and Performance.** This team would bring together key functions involved in strategic and operational planning and oversight, providing an end-to-end view of organisation-wide strategy; planning, including business continuity and emergency management; performance monitoring; and governance. This would include a new compliance function to measure the organisations compliance with our internal process and policy. Business continuity and emergency management would move from the current Business Services group to join governance, risk and a newly established enterprise Portfolio Management Office (ePMO), which would oversee the investment portfolio and provide best practice programme, project, and change management guidance and support to the organisation.
- **Public Affairs.** This team would bring together ministerial servicing functions, including support for Ministers' Offices and Official Information Act requirements; and strategic communications, including media relations, brand management, insights and our digital channels and social media presence. Combining these functions provides for unified issues identification and management; joined-up, consistent external communications; and an integrated access point for external engagement frameworks, processes and strategic advice. The Internal Communications and Engagement function would move to the Integration Services group and would work closely with Public Affairs.
- **Legal and Privacy.** This team would bring together our privacy function, currently in Business Services, with Te Puna Rangatōpū Legal group. 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 Te Tāhuhu o te Mātauranga. The Legal and Privacy team would provide legal advice related to employment relations, commercial, policy and regulatory services, as well as privacy advice and support to the organisation. The team would maintain the current dotted practice line arrangement with Te Puna Hanganga, Matihiko property legal function.

## Office of the Hautū Te Puna Rangatōpū

The Office of the Hautū team would remain consistent with its current structure and function, with a Director of the Office overseeing the team's functions and acting as a conduit between the office, the Hautū and the rest of Te Puna Rangatōpū. This consultation invites feedback on the proposed Director, Office of the Hautū.

Further detail on Office of the Hautū functions is provided in the Office of the Hautū page.

## Other changes

### Racial Equity Office: leader and purpose

Adopting an approach that aligns to Shift one, Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te tiriti o Waitangi, we propose to establish a new Head of Racial Equity Office Tier 3 leader.

The role would have dual reporting lines to the Hautū Te Puna Rangatōpū and Hautū Te Tuarongo. This role would establish the Racial Equity Office's purpose and function over time, focused on embedding the commitments and principles of te Tiriti o Waitangi in our planning and work practices; working together with our people; guiding cultural capability and leadership practice across the Ministry; and supporting diversity, voice and manaakitanga for all ethnicities. The Racial Equity Office would also work closely with Pou Ārahi across the organisation.

### **Monitoring and Appointments**

The Monitoring and Appointments team would be moved to the Systems and Regulatory Policy group in Te Puna Kaupapahere. This is to align Monitoring and Appointments with the broader Te Puna Kaupapahere group for their shared focus on system level policy advice to Ministers and crown entity monitoring. Te Puna Kaupapahere hold the regulatory stewardship role and have the mandate to work alongside Te Mahau and other parts of Te Tāhuhu to integrate learnings from the frontline and provide Ministers with policy options to resource and shape the Education System. Further detail can be found in Te Puna Kaupapahere's proposal.

### **Sustainability focus**

Across all proposed Te Puna Rangatōpū teams, there would be a clear responsibility to set a sustainability vision and deliver on our sustainability goals. This means becoming a less environmentally harmful organisation that supports inclusivity and our people's wellbeing. It is proposed the new Sustainability, People and Place portfolio would lead our sustainability strategy and initiatives, but each team would have an integral role in supporting and applying this to their own function and mahi. Te Puna Rangatōpū would support and lead the wider organisation to adopt sustainability and climate change initiatives in their work.

### **Transitioning to Te Puna Rangatōpū operating model**

We know that the proposed changes would present a significant shift in the way we currently operate and create a need to learn and adjust over time. Our highest priority is to give our people the opportunity to understand why we are making these shifts and the opportunity to provide feedback into the change proposal on this way of operating in the future.

If accepted, we know the change would not happen overnight and will take time to get to full strength. We expect to continue to refine how we best serve both our customers and provide opportunities for our people, especially as we learn about how the proposed Integration Services group works efficiently and effectively, ultimately creating the space for our specialist portfolios to move towards the more complex services and supports required for our customers.

# Ngā ārahitanga i te taumata toru | Tier 3 leadership

## Proposed structures

See attached proposed structure of direct reports to the Hautū

## Proposed functions, services and accountabilities of Tier 3 leadership

	Service Areas			
Role Title	General Manager Integration Services	General Manager Sustainability, People and Place	General Manager Finance and Commercial	General Manager Governance, Planning and Performance
Role Architecture Name	General Manager (Tier 3)	General Manager (Tier 3)	General Manager (Tier 3)	General Manager (Tier 3)
Specific Portfolio Accountabilities	N/A	Chief People Officer delegations	Chief Financial Officer delegations	Regulatory delegations
WHAT does the function do?	<p>The Integration Services function is the primary entry point for customers of Te Puna Rangatōpū to receive services.</p> <p>The function includes Service Operations (responsible for managing and resolving basic customer queries through an integrated service desk as well as managing and coordinating advice and support from Specialist Portfolios for advanced and complex customer queries), service management (including management of a self-service portal,</p>	<p>Delivers people functions (including operational and future focused planning and insights), health and safety, wellbeing and sustainability, property and facilities, travel and fleet functions (including physical security requirements).</p>	<p>Delivers operational and long term strategic financial, investment and procurement advice, planning and services to Te Tāhuhu o te Mātauranga.</p>	<p>Provides one consolidated view of organisation-wide strategic planning (including business continuity planning and emergency management), reporting, governance, risk, compliance, and performance.</p> <p>This includes a new ePMO function responsible for reviewing, approving, monitoring, and adjusting PMO workplans to coherently align change activity across the organisation to organisational strategy. This function would play a key role in providing a view of appropriate oversight and</p>

	service design capability, integrated reporting, and Ministry wide knowledge management), internal communications and engagement, and a Te Puna Rangatōpū portfolio delivery function.			mitigation of risks being faced by Te Tāhuhu o te Mātauranga.
<b>WHY is it important?</b>	The Integration Services function streamlines and strengthens the customer experience when interacting with Te Puna Rangatōpū and allows specialist portfolios to focus on their operational and strategic delivery and team needs.	The Sustainability, People and Place function provides a collective view of what is required to make Te Tāhuhu o te Mātauranga an exciting and fulfilling employer. Through the combination of functions in this team, sustainability, property and facility decisions place people at the heart of process, policy and decision making.	The Finance and Commercial function provides sound financial and procurement advice and support to the Ministry to enable business units to meet their obligations.  More broadly, the finance and commercial function supports relevant teams with the prioritisation and investment of funds to meet the organisation's objectives.	The Governance, Planning and Performance function provides a joined-up enterprise view and manage strategy, planning and performance with and for Te Tāhuhu o te Mātauranga (including Te Ohu Poutoko). Streamlining and combining these functions allows Te Tāhuhu o te Mātauranga to prioritise, plan, invest, deliver and report on initiatives which support the delivery of excellent educational results.
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>Resolves customer queries through service operations function (including an integrated service desk)</li> <li>Responsible for enhancing the user experience</li> <li>Oversight of Te Puna Rangatōpū</li> </ul>	<ul style="list-style-type: none"> <li>Leads all People functions across Te Tāhuhu o te Mātauranga, including people advisory services, strategic workforce insights and planning, HR Business Partnering function,</li> </ul>	<ul style="list-style-type: none"> <li>Oversees management of finance practices, activities, including strategic investment advice and support</li> <li>Oversees matters e.g. development and</li> </ul>	<ul style="list-style-type: none"> <li>Strategic lead across governance, planning and performance for the organisation</li> <li>Oversight of planning (including business continuity and emergency management planning),</li> </ul>

	<p>service catalogue and self-service portal</p> <ul style="list-style-type: none"> <li>• Oversight of the design of new Te Puna Rangatōpū services</li> <li>• Oversight of integrated reporting and records management</li> <li>• Oversight of Te Puna Rangatōpū portfolio delivery office</li> <li>• Oversight of the internal communications and engagement team</li> <li>• Focuses on continuous improvement to support ease of access to services in the Integration Services group.</li> </ul>	<p>organisational development; and leading on People strategy and planning with people managers.</p> <ul style="list-style-type: none"> <li>• Leads the organisation's sustainability strategy design, ensures decisions and investment in people and property are in line with environmental, social and use of money goals</li> <li>• Oversees the maintenance and strategy of the Ministry-property footprint</li> <li>• Supports and directs advice to Te Tumu Whakarae mō te Mātauranga (the Secretary for Education)</li> <li>• Provides senior level leadership and strategic advice relating to sustainability, people and place opportunities and risks</li> <li>• Strategically advises and directly supports Te Ohu Poutoko</li> </ul>	<p>identification of commercial opportunities</p> <ul style="list-style-type: none"> <li>• Reports on organisational performance to Te Ohu Poutoko</li> <li>• Supports and directs advice to Te Tumu Whakarae mō te Mātauranga</li> <li>• Attends and supports Select Committee and in person Minister meetings, particularly in relation to budget submissions and organisational expenditure.</li> </ul>	<p>governance, risk, and performance matters</p> <ul style="list-style-type: none"> <li>• Includes a new compliance function to measure the organisations compliance with Te Puna Rangatōpū process and policy</li> <li>• Advises Te Tumu Whakarae mō te Mātauranga</li> <li>• Provides secretariat support for Te Ohu Poutoko Drives investment and project management support, ePMO frameworks, guidance, tools, processes and policy for PMO functions across Te Tāhuhu o te Mātauranga.</li> </ul>
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Role Title	General Manager Public Affairs	Chief Legal Advisor	Head of Racial Equity	Director Office of the Hautū
Role Architecture Name	General Manager (Tier 3)	Head of <function> (Tier 3)	Head of <function> (Tier 3)	Head of <function> (Tier 3)
Specific Portfolio Accountabilities	N/A	Chief Legal delegations	N/A	N/A
WHAT does the function do?	Delivers key operational and statutory functions relating to the public (including official correspondence), the Minister's Office and key external bodies, for example, the Office of the Ombudsman. It also includes oversight and delivery of external communications functions such as media relations, brand management, and our digital channels and social media presence.	Responsible for providing advice and opinion across key legal and privacy functions.	Prioritises and gives effect to te Tiriti policy in the Ministry's everyday work and business planning, centred on four key areas: <ul style="list-style-type: none"> <li>• Support our commitment to te Tiriti o Waitangi in our work</li> <li>• Support the lifting of cultural capability and leadership practice across Te Tāhuhu o te Mātauranga education system</li> <li>• Support the exercise manaakitanga for all ethnicities</li> <li>• Works closely with Pou Ārahi across the organisation</li> </ul>	Provides a clear view of risks and challenges being faced by the broader Te Puna Rangatōpū group. Leads and works with Te Puna Rangatōpū senior leaders to provide one view on all Business Management including budgeting, planning and people/resourcing requirements.
WHY is it important?	Public Affairs has a role proactively surveying our external landscapes to identify emerging issues and create opportunities to build the organisations profile	The Legal and Privacy function is a trusted advisor to Te Tāhuhu o te Mātauranga. They provide opinion, advice and guidance to support the organisations	The Racial Equity Office is a key advocate across Te Tāhuhu o te Mātauranga for racial equity. The office would work with key partners and stakeholders	The Office of the Hautū would continue to provide the Hautū and Te Puna Rangatōpū senior leadership team with a clear view of risks and challenges being



	and reputation with external stakeholders.	compliance with the law and with statutory obligations.	across their delivery areas to give effect to racial equity in Te Tāhuhu o te Mātauranga.	faced by the broader Te Puna Rangatōpū group which allows for support and additional planning to be provided where indicated.
WHAT happens here?	<ul style="list-style-type: none"> <li>• Manages strategic communications</li> <li>• Manages relationships with external bodies e.g. Office of the Ombudsman</li> <li>• Oversees Te Tāhuhu o te Mātauranga external messaging</li> <li>• Reports public relations risks to Te Ohu Poutoko</li> <li>• Supports and directs advice to Te Tumu Whakarae mō te Mātauranga</li> <li>• Oversees media relations and their responses</li> <li>• Provides OIA statutory compliance</li> <li>• Manages Private Secretaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees legal practices and quality assurance of advice/opinions</li> <li>• Monitors compliance with and operation within legal bounds</li> <li>• Delivers privacy advice and guidance</li> <li>• Advice for development of Policy</li> <li>• Commissions external legal advice where required</li> <li>• Supports and directs advice to Te Tumu Whakarae mō te Mātauranga.</li> </ul>	<ul style="list-style-type: none"> <li>• Develops strategic plans that would guide equity</li> <li>• Supports organisational policies, guidance and frameworks, processes</li> <li>• Provides leadership and advice on racial equity</li> <li>• Supports the design of services that are consistent and compatible with Kaupapa Māori and Iwi expectations with racial equity</li> <li>• Establishes monitoring and reporting processes to inform the iterative development of the Racial Equity Office services and processes</li> <li>• Identifies means of ensuring continuous improvement and new</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees Te Puna Rangatōpū adherence to best practice and relevant Acts</li> <li>• Manages and coordinates risks and issues</li> <li>• Business Management, including planning and budget management across Te Puna Rangatōpū</li> <li>• Leads and manages the Office of the Hautū</li> <li>• Supports Te Puna Rangatōpū Hautū and Leadership team</li> <li>• Oversees the continual development of the operating model to support it being fit for purpose</li> <li>• Receives insights and implements feedback for improvement of the Office of the Hautū.</li> </ul>

			service offerings	
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## Administration and coordination roles for tier 3 leaders

Under this proposal, there would be executive support for each proposed tier 3 leader role. The proposed Executive Assistant roles would provide administrative and coordination support to the tier 3 role and to the other Managers within the group as required. Although each Executive Assistant is proposed to report to the tier 3 role, all proposed Te Puna Rangatōpū Executive Assistants would work closely to provide administrative support to relevant Te Puna Rangatōpū leaders. The Executive Assistant to the Hautū (housed in the Office of the Hautū) would lead a community of practice and key working practices among Te Puna Rangatōpū Executive Assistants to foster consistency of services and support.

In some cases, there is no current dedicated support that reports to the tier 3 leaders. The proposed administration and coordination support would give leaders space for higher complexity tasks, strategic thinking, delivery and people leader requirements.

The following **new** Executive Assistant roles are proposed:

- A full time Executive Assistant to the General Manager Integration Services
- A full time Executive Assistant to the General Manager Public Affairs
- A part time (0.5 FTE) Executive Assistant to the Chief Legal Advisor
- A part time (0.5 FTE) Executive Assistant to the General Manager Governance, Planning & Performance
- It is also proposed that the Head of Racial Equity role would receive administrative support from the Team Co-ordinator role located in the Office of the Hautū.

We are also proposing the following **changes** to current Executive Assistant and Office of the Hautū Senior Support Officer roles:

Current Role	Current location	Future Location
<b>Executive Assistant to the Chief Financial Officer and the Chief Procurement Officer</b>	<ul style="list-style-type: none"><li>• Finance</li><li>• Procurement</li></ul>	Financial & Commercial group
<b>Executive Assistant to the Chief People Officer</b>	<ul style="list-style-type: none"><li>• People Capability</li></ul>	Sustainability, People and Place group
<b>Senior Support Officer roles x3</b>	<ul style="list-style-type: none"><li>• Office of the Hautū</li></ul>	Disestablished

This would mean:

- A full time Executive Assistant to the General Manager Finance and Commercial
- A full time Executive Assistant to the General Manager Sustainability, People and Place

# Integration Services

## **What is 'Integration Services' and why is it important?**

**The proposed Integration Services group is responsible for managing customer queries and providing integrated advice and support**

The proposed Integration Services group is the primary entry point into Te Puna Rangatōpū for customers. The Integration Services group is responsible for coordinating the design, development, and delivery of services to customers for consistent customer experience and to improve services based on customer feedback.

The Integration Services group is proposed to:

- Integrate the delivery of services for customers
- Make Te Puna Rangatōpū services more easily identifiable and accessible to our customers
- Focus on end-to-end service delivery and continuous improvement
- Manage customer queries for greater responsiveness, accessibility, and coordination
- Improve feedback loops and information flows between Te Puna Rangatōpū and customers.
- Manage Te Tāhuhu o te Mātauranga's information and records management

**The proposed Integration Services group is responsible for encouraging consistent approaches to internal communications and engagement**

The proposed Integration Services group would develop internal communications plans (both strategic and tactical), organisation wide internal communications guidance, frameworks, and templates, integrating with Public Affairs communications community of practice, and management of organisation-wide internal communications channels (e.g., intranet and internal bulletin boards).

The Integration Services group is proposed to:

- Set internal communications frameworks, guidance and templates
- Manage Ministry internal communications channels, including whole of ministry internal communications
- Work closely with the Te Mahau communications function and internal communications resource in each Office of the Hautū to uphold consistency of internal communications practice.

**The proposed Integration Services group is responsible for Te Puna Rangatōpū Portfolio Delivery**

The proposed Integration Services group would encourage consistency and continuous improvement across Te Puna Rangatōpū portfolio of work.

The Integration Services group is proposed to:

- Lead Te Puna Rangatōpū strategic work priorities and plans
- Provide specialist advice on prioritisation and investment across the portfolio to Te Puna Rangatōpū Senior Leadership Team for decision making
- Shape the direction of Te Puna Rangatōpū projects
- Monitor quality delivery against timeframes and resourcing requirements
- Providing project resourcing for all Te Puna Rangatōpū projects

- Work with the proposed ePMO to have its work plans approved and funded, and to report on programme and portfolio progress.

### **The proposed Integration Services group creates new career pathways for Te Puna Rangatōpū team members**

The Integration Services group is proposed to improve career development options for Te Puna Rangatōpū kaimahi as staff can enter the Integration Services group before progressing within the group or with a Specialist Portfolio.

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

The Integration Services group is proposed as a newly established function that has the following teams:

#### **Service Operations**

Service Operations works directly with customers to provide resolutions to their needs. Service Operations delivers the integrated service desk and links customers with specialist portfolios as required. Service Operations also coordinates advanced / complex requests that require multiple specialist portfolios.

The benefits are proposed to be:

- Providing an excellent customer experience by offering an accessible connection point for all services
- Reducing administration burden on specialist providers by resolving basic requests
- Improving engagement by tracking interactions, allowing for engagement analysis and continuous improvement activities to be identified
- Keeping the customer informed of the status of their requests.

#### **Service Management**

Service Management is responsible for managing services throughout their lifecycle, from design, planning, operation, improvement and decommissioning.

Service Management maintains the Te Puna Rangatōpū service catalogue which is a comprehensive list of services Te Puna Rangatōpū offer to Te Tāhuhu o te Mātauranga. Service Management own the maintenance of Te Puna Rangatōpū knowledge management, service design practices and policies, and integrated Te Puna Rangatōpū reporting. Service Management supports the design and continuous improvement of services by tracking usage and opportunities for improvement based on voice of the customer analysis.

The benefits are proposed to be:

- Designing and maintaining high quality services
- Integrating reporting from across Te Puna Rangatōpū for customers on core corporate metrics and insights

- Advocating continuous improvement to service delivery by centring the ‘Voice of the Customer’ in service design and performance metrics
- Improving coordination by maintaining knowledge management practices and tools (e.g. self-service portal)
- Oversight of knowledge management practices
- Develop and own Te Puna Rangatōpū systems strategy (working closely with ICT to enable its delivery).

### Internal Communications & Engagement

Internal Communications and Engagement would continue to be responsible for developing internal communications plans (both strategic and tactical), organisation-wide internal communications guidance, frameworks, and templates, and manage organisation-wide internal communications channels (e.g., Te Tāhuhu and Manu Taki). They are also proposed to work closely with the Public Affairs Communications Community of Practice, the Te Mahau communications team and internal communications resource in the Office of the Hautū.

### Portfolio Delivery

Portfolio Delivery is the proposed Te Puna Rangatōpū project management function and would be responsible for leading the overarching Te Puna Rangatōpū strategic work priorities and plans, shaping the direction of Te Puna Rangatōpū and its work, quality delivery against timeframes and resourcing requirements, and change management for all Te Puna Rangatōpū projects. The proposed Portfolio Delivery team would work closely with the proposed ePMO to have its workplans approved and funded as well as report on programme and project progress.

### Transitioning to the Integration Services group

This proposal outlines the intent for the proposed Integration Services group. Transitioning to this proposed way of working would likely take time. While some services can be transitioned to the Integration Services group immediately there are many other services and responsibilities that would be transitioned over time. Nevertheless, feedback is sought on the intent for the proposed Integration Services group.

### Ways of working

The Integration Services Group provides multiple channels and streamlines processes for customers to interact with Te Puna Rangatōpū. The way in which customers would interact with Te Puna Rangatōpū would depend on the query they have. Some illustrative examples are set out below:

Support	Request	Response
<b>Self Service Support</b>	<ul style="list-style-type: none"> <li>• A customer would like to do basic corporate tasks e.g. access leave balances, access corporate policies and expense claim forms.</li> </ul>	<b>Self Service Portal</b> The Self-service portal (developed over time) provides published information, helps manage administrative tasks and performs automated tasks via the service catalogue.

Support	Request	Response
<b>Basic Support</b>	<ul style="list-style-type: none"> <li>A customer is unable to process a query through self-management and has general queries for Te Puna Rangatōpū</li> </ul>	<b>Integrated Service Desk</b> Responsible for managing phone, emails, click to chat channels. Resolves general queries and gathers info from customers and triages requests and redirects where appropriate.
<b>Advanced Support</b>	<ul style="list-style-type: none"> <li>A customer has a specific query / need to engage with a specialist function (e.g. an HR query or a finance query)</li> </ul>	<b>Direct to a Specialist Manager</b> The Specialist Manager would interact directly with the customer on their query, organising different specialist advice as required within their area. This would feedback to the Integration Services layer to improve future service design.
<b>Complex Support</b>	<ul style="list-style-type: none"> <li>A customer has a complex query that requires the advice from multiple corporate services (e.g. Legal, HR, Finance)</li> </ul>	<b>Networked Approach</b> The Specialist Managers across Te Puna Rangatōpū would work together to provide integrated advice, coordinated through the Integration Services layer with regular updates and feedback loops. This would also feed into the service design for future service delivery.

This interaction model means:

- Service Operations monitors and tracks resolutions for customers
- Customers have consistent high-quality service support from Te Puna Rangatōpū
- Specialist Portfolios' depth of knowledge is utilised, while limiting siloed service-delivery across Te Puna Rangatōpū services
- Ultimately, the customer gets streamlined, integrated, and accessible services.

## Team organisation

This is a new team with a tier 3 Integrations Services role. The main changes to existing structures are the Internal Communications and Engagement function moving from the current Communications and Stakeholder Engagement team, and MyHR Services and other systems, records management and delivery support from people, finance and procurement-related functions moving from their current groups.

To establish the Integration Services group initially, the changes outlined in the table below are proposed:

Team	Current location	Future Location within Integration Services
<b>MyHR services team</b>	People and Capability	Service Operations
<b>P2P Procurement team</b>	Procurement	Service Operations
<b>People Systems team</b>	People and Capability	Service Management
<b>People Analytics and Insights team</b>	People and Capability	Service Management
<b>Corporate Applications team</b>	Finance	Service Management
<b>Business Improvement function</b>	Business Improvement and Support	Service Management
<b>Records Management function</b>	Business Services	Service Management
<b>Internal Communications function</b>	Communications and Stakeholder	Internal Communications and Engagement
<b>Project Management and Change Management delivery resources which focus on Te Puna Rangatōpū programmes and project initiatives</b>	Across all Te Puna Rangatōpū groups (for example, in the current Te Puna Rangatōpū Business Improvement and Support and People and Capability teams)	Portfolio Delivery Office



## Proposed functions, services and accountabilities of Integration Services

	Integration Services		
WHAT does the function do?	The Integration Services group is a new team within Te Puna Rangatōpū and would see the biggest shift in the way Te Puna Rangatōpū works to provide integrated services to customers. This function holds the primary customer entry point into Te Puna Rangatōpū and provides customer query management services, service management, internal communications guidance, and Te Puna Rangatōpū portfolio delivery.		
HOW will this function be organised?	The function would consist of the following teams: <ul style="list-style-type: none"> <li>• Service Operations</li> <li>• Service Management</li> <li>• Internal Communications and Engagement</li> <li>• Portfolio Delivery</li> </ul>		
Level 4 Services	Service Operations	Service Management	Internal Communications and Engagement
Role Title	Manager Service Operations	Manager Service Management	Manager Internal Communications and Engagement
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> <li>• Oversees the delivery of integrated service desk services directly to customers</li> <li>• Oversees service desk requests</li> <li>• Manages more complex requests and supports the resolution of these requests with Te Puna Rangatōpū specialist portfolios</li> <li>• Relationship management with internal customers and partners of Te Puna Rangatōpū.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides integrated Te Puna Rangatōpū reporting</li> <li>• Monitors, analyses, and improves performance of integrated services</li> <li>• Supports all requests related to the self-service portal, and service catalogue maintenance</li> <li>• Relationship management with customers and partners of Te Puna Rangatōpū</li> <li>• Manages Te Puna Rangatōpū service catalogue</li> <li>• Manages feedback loops with customers</li> <li>• Oversees Ministry Records and knowledge management Develops and owns Te Puna Rangatōpū systems strategy (working closely</li> </ul>	<ul style="list-style-type: none"> <li>• Develops internal communications plans (both strategic and tactical)</li> <li>• Responsible for organisation wide internal communications guidance, frameworks, and templates</li> <li>• Integrates with Public Affairs communications community of practice</li> <li>• Manages organisation wide internal communications channels (e.g., intranet and internal bulletin boards).</li> </ul>

		with ICT to enable its delivery).	
Level 4 Services	Portfolio Delivery	Additional tier 5 and below roles	
Role Title	Manager Portfolio Delivery	Executive Assistant	
Role Architecture Name	T4 – Function Manager		
WHAT happens here?	<ul style="list-style-type: none"><li>Identifies and selects programmes and projects as well as reports on portfolio progress and risks</li><li>Delivers Te Puna Rangatōpū programmes and projects consistent with the guidance and frameworks developed by the ePMO (including change management)</li><li>Complies with ePMO governance and risk requirements.</li></ul>	<ul style="list-style-type: none"><li>Daily administrative and coordination support for the General Manager, Integration Services</li><li>Secretariat and meeting support for the Leader, Integration Services.</li></ul>	
Ways of Working	<ul style="list-style-type: none"><li>Strong relationships with Te Ohu Poutoko and organisational senior leaders, managers</li><li>Works with Te Puna Rangatōpū specialist portfolios, to integrate services and work together effectively (see the Integration Services Ways of Working section and Examples of Integration Services customer interaction model working in practice sections above)</li><li>Works with the Technology team in Te Puna Hanganga Matihiko to leverage key enabling technology</li><li>Provides advice and guidance to internal communications teams within business units across the organisation</li><li>The ePMO (proposed to be established within Te Puna Rangatōpū) would work with the Portfolio Delivery to provide advice and compliance with organisational standards and frameworks.</li></ul>		
Additional commentary	<ul style="list-style-type: none"><li>This function is the primary customer entry point into Te Puna Rangatōpū and is intended to enhance the customer experience when interacting with Te Puna Rangatōpū by providing easy access to services and facilitating integrated and high-quality advice and support.</li></ul>		

## Proposed future structure and roles of Integration Services

See attached proposed structure for Integration Services

# Sustainability, People and Place

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

The Sustainability, People and Place team combines sustainability, property and facilities, travel, fleet and people functions, to lead the organisations approach to acting more sustainably across people development, wellbeing, and sustainable work environments. This proposed grouping recognises that sustainability issues will be central for the workforce of the future and are important to our people now. This approach would benefit people wellbeing, diversity and inclusivity, and supports healthy, energy efficient, modern and flexible workplaces. It is proposed this group would support our people to contribute to sustainability and act as leaders in this area.

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

This group would hold the responsibility for people functions (operational and strategic future focused), taking the lead on developing and implementing sustainable people strategies, plans and changes to provide a clear collective view of what is required to make the organisation an exciting and fulfilling employer. The Sustainability, People and Place team would also hold the relationship with unions for Ministry staff and leading in relation to employment and industrial relations.

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

This team would continue 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.

By housing these functions together, all property, facilities and sustainability decisions propose to place people at the centre. This includes consideration of people and sustainability interests in the design of all office spaces, the use of fleet cars, travel needs, consideration of the environment people operate in and, in supporting the organisation property blueprint and sustainability goals.

The General Manager Sustainability, People and Place is proposed to have a view across all functions which contributes to the employee experience and initiatives to continuously improve it.

The Sustainability, People and Place team would have a tier 3 leader. Within the Sustainability, People and Place team, there are five proposed teams, these are:

- Strategic Workforce and Insights
- People Advisory/Employee Services
- Property and Sustainability
- HR Business Partners
- Organisational Development

The combination of these functions would enhance closer ways of working across the teams to inform more joined up strategy and delivery. By continuing to arrange the team by function / expertise it would provide specialist skillsets for our customers.

The proposed changes for this team are as follows:

Team/function	Current location	Future Location
Health and Safety	Te Puna Rangatōpū Business Services	Organisational Development team within Te Puna Rangatōpū Sustainability, People and Place
Security	Te Puna Rangatōpū Business Services	Property and Sustainability team within Te Puna Rangatōpū Sustainability, People and Place
Property, Facilities and Accommodation Services (including Travel and Fleet management)	Te Puna Rangatōpū Business Services	Property and Sustainability team within Te Puna Rangatōpū Sustainability, People and Place
ICT Training Services	Te Puna Hanganga, Matihiko	Organisational Development team within Te Puna Rangatōpū Sustainability, People and Place
HR Strategic Business Partners	Direct report to Te Puna Rangatōpū Chief People Officer	HR Business Partners team within Te Puna Rangatōpū Sustainability, People and Place
Corporate Property	Te Puna Rangatōpū Finance team	Property and Sustainability team within Te Puna Rangatōpū Sustainability, People and Place
Sustainability and Climate Change	Te Puna Rangatōpū Business Services	Property and Sustainability team within Te Puna Rangatōpū Sustainability, People and Place

- People functions (apart from MYHR, people systems and reporting functions which would move to the Integration Services team) currently operating within People and Capability would be split across the newly proposed people teams within Sustainability, People and Place
- The Health and Safety function currently being led out of Te Puna Rangatōpū Business Services team would join the Organisational Development team given their combined focus on safety, wellbeing, and people. This Health and Safety team would hold the central responsibility for health and safety frameworks, policies, templates and guidance, with the responsibility for Health and Safety delivery still occurring in each business unit
- The Property and facilities functions (including travel and fleet) currently occurring out of Te Puna Rangatōpū Business Services team would move to the Property and Sustainability team within Sustainability, People and Place
- The Corporate Property team currently in Te Puna Rangatōpū Finance is proposed to move to the Property and Sustainability team within Te Puna Rangatōpū Sustainability, People and Place for its focus on lease management and physical fitouts
- Sustainability and Climate Change functions currently occurring out of Te Puna Rangatōpū Business Services team would move to the Property and Sustainability team within Sustainability, People and Place

- The current Strategic HR Business Partner roles would move into the Manager, HR Business Partners team within Sustainability, People and Place.
- Te Puna Hanganga, Matihiko ICT Training Services would have a change in reporting line to Te Puna Rangatōpū Sustainability, People and Place to provide one centralised team for strengthened organisation wide Learning and Development support. This provides a view of enterprise-wide, common training, such as leadership development and training frameworks. Centralising these functions provides for consistency of Learning and Development and training offerings and support across the organisation.

It is proposed the tier 3 Sustainability, People and Place leader would have a Principal Advisor Sustainability, People and Place, which would be a generalist role reporting directly to the General Manager, Sustainability, People and Place. The Sustainability, People and Place function is complex, and further coordination and support for the Leader Sustainability, People and Place is required to support the team's success. The role's main responsibilities include providing support and strategic advice regarding the Sustainability, People and Place groups priorities to the Leader, Sustainability, People and Place and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups to support the Leader Sustainability, People and Place and the broader groups connectivity and success.

### Proposed functions, services and accountabilities of Sustainability, People and Place

	Sustainability, People and Place			
WHAT does the function do?	Delivers consistent, efficient, integrated people services (including Health and Safety and wellbeing), employment practices, sustainability and property and facilities services.			
HOW will this function be organised?	The function would consist of: <ul style="list-style-type: none"> <li>• Strategic Workforce and Insights</li> <li>• People Advisory/Employee Services</li> <li>• Property and Sustainability</li> <li>• HR Business Partners</li> <li>• Organisational Development</li> </ul>			
Level 4 Services	Strategic Workforce and Insights	People Advisory/Employee Services	Organisational Development	Property and Sustainability
Role Title	Manager, Strategic Workforce	Manager, Employee Services	Manager, Organisational Development	Manager Property and Sustainability  (Security Officer delegations)
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> <li>• Sourcing and selection</li> <li>• Recruitment Advisory</li> <li>• Induction and Onboarding</li> </ul>	<ul style="list-style-type: none"> <li>• Remuneration</li> <li>• Benefits</li> <li>• Payroll (technical and specialist)</li> <li>• Employee value proposition</li> </ul>	<ul style="list-style-type: none"> <li>• Behavioural Development</li> <li>• Leadership Development</li> <li>• Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees property, leases and facilities</li> <li>• Leads the development of the Ministry Sustainability</li> </ul>

	<ul style="list-style-type: none"> <li>• Workforce planning and forecasting</li> <li>• Future workforce Insights</li> <li>• Talent management (capacity and capability planning)</li> <li>• Organisational Change.</li> </ul>	<ul style="list-style-type: none"> <li>• HR Policy</li> <li>• Industrial and Employee Relations</li> <li>• Performance Management support (including reviews).</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and Development</li> <li>• Diversity and Inclusion</li> <li>• Wellbeing</li> <li>• Health and Safety</li> <li>• Organisational cultural learning and development</li> <li>• Cultural capability uplift learning and development.</li> </ul>	<p>Strategy and climate change initiatives</p> <ul style="list-style-type: none"> <li>• Oversees/supports reporting against the sustainability strategy and associated plan</li> <li>• Oversees maintenance and upkeep of the organisation's buildings</li> <li>• Oversees both legal and health and safety standards are upheld relating to facilities and property</li> <li>• Oversees fleet and travel operations for the business</li> <li>• Oversees physical security and protective security requirements, including access management and authentication to all buildings/sites held by the organisation.</li> </ul>
Level 4 Services	HR Business Partners	Tier 5 Roles		
Role Title	Manager, HR Business Partners	HR Business Partners	Team Leader, People	Principal Advisor, Sustainability, People and Place
Role Architecture Name	T4 – Function Manager	N/A - 'Specialist'	Team Leader (Tier 5)	N/A - 'Specialist'
WHAT happens here?	<ul style="list-style-type: none"> <li>• Supports the HR Business Partners, Team Lead People and advisors to manage their workflow/portfolio of business units/regions</li> <li>• Manages complex and</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the delivery of HR advice (both operational and strategic)</li> <li>• Enhances organisational HR/People related performance – strengthening</li> </ul>	<ul style="list-style-type: none"> <li>• Manages the deployment and workflow of the advisors responsible for supporting the HR</li> </ul>	<ul style="list-style-type: none"> <li>• Provides quality assurance/advice, including input into official correspondence and communications</li> <li>• Synthesises large amounts of information into clear and concise</li> </ul>

Level 4 Services	HR Business Partners	Tier 5 Roles		
	<p>conflicting work priorities across the different business partners</p> <ul style="list-style-type: none"> <li>• Strategically advises and guides the Leader Sustainability, People and Place</li> <li>• Manages relationships with senior organisational leaders, Te Ohu Poutoko and Hautū.</li> </ul>	<p>business units understanding of HR and people related matters</p> <ul style="list-style-type: none"> <li>• Enhances People Performance – both within the HR team but supporting leaders across the Ministry</li> <li>• Enhances System Performance – manages complex internal relationships and working collaboratively with business units to understand their needs and business contexts</li> <li>• Manages complex and conflicting work priorities</li> <li>• Shapes and implements Ministry People Strategy results.</li> </ul>	<p>Business Partners</p> <ul style="list-style-type: none"> <li>• Manages competing priorities and requests</li> <li>• Provides quality assurance across the advice and service advisors are providing</li> <li>• Establishes strong relationships with the HR Business Partners</li> <li>• Works closely with the Manager, HR Business Partners to support ongoing best practice</li> <li>• Provides advice related to the team to the Manager, HR Business Partners and supports senior Ministry leaders.</li> </ul>	<p>information and communications</p> <ul style="list-style-type: none"> <li>• Provides support and strategic advice regarding the groups priorities to the tier 3 and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups</li> <li>• Manages risks and Issues for the group.</li> </ul>

<b>Ways of Working</b>	<ul style="list-style-type: none"> <li>• Advises Te Ohu Poutoko and Ministry senior leaders and managers</li> <li>• Works with the Technology team in Te Puna Hanganga Matihiko to leverage key enabling technology</li> <li>• Works with Te Tuarongo, for instance in the cultural capability space e.g. the development and continual review of Tatai Pou</li> <li>• Works with Te Puna Rangatōpū Finance to support the integration of People and Finance strategy and results</li> <li>• HR Business Partners would work closely with the Integration Services group to provide levels of service to customers/partners of Te Puna Rangatōpū. HR Business Partners would also work closely with Finance Business Partners to support integrated service delivery</li> <li>• As with all the specialist portfolios, this function would work closely with the Integration Services group in order to provide advice and services to internal customers throughout the Ministry.</li> </ul>
<b>Additional commentary</b>	<ul style="list-style-type: none"> <li>• The Manager Property and Sustainability holds the Security Officer delegation.</li> <li>• The People functions and tier 3 leader hold the relationship with Unions.</li> </ul>

## **Proposed future structure and roles of Sustainability, People and Place**

See attached proposed structure for Sustainability, People and Place



# Finance and Commercial

## What is 'Finance and Commercial' and why is it important?

Finance and Commercial are responsible for delivering best practice finance and procurement advice and service to the organisation. This includes core financial planning, budgeting and management activities including contribution to the Annual Treasury budget process and specialist strategic procurement and procurement Lifecycle management. The proposed Finance and Commercial function would have breadth across finance and commercial activities and would be a trusted advisor to Te Tāhuhu o te Mātauranga.

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

This function would continue to be organised by function or expertise but combines finance and procurement for their functional similarities, and to enhance closer ways of working across the teams to inform joined-up strategy and delivery.

Combining procurement and finance provides an end-to-end view of financial and commercial activities, and oversight of expenditure across the organisation. The commercial focus of these functions and their similar policy and process lends itself to integrated ways of working across the Finance and Commercial group.

The Finance and Commercial team would have a tier 3 leader. This group is proposed to include the following teams:

- Procurement team (with Chief Procurement Officer delegations);
- Deputy Chief Financial Officer; and a
- Financial Controller.

It is proposed all Te Puna Hanganga, Matihiko finance functions would move to Te Puna Rangatōpū Finance and Commercial. This proposed design aims to reduce duplication across the teams and by housing them under one business unit, greater consistency of finance management frameworks, policies and processes can occur

It is proposed Te Puna Rangatōpū Finance and Commercial team would include common procurement functions such as strategic supplier management and strategic commercial functions. Current Te Puna Hanganga, Matihiko procurement functions focus on construction and property supplier relationship management and commercial management would remain a hard-line report to Te Puna Hanganga, Matihiko. The procurement teams would continue to work together through a procurement community of practice approach led by the Chief Procurement Officer.

The following changes are proposed for this team:

Team/function	Current location	Future Location
Procurement	Te Puna Rangatōpū Chief Procurement Officer	Procurement team within Te Puna Rangatōpū Finance and Commercial.
Te Puna Hanganga, Matihiko Finance and Investment	Te Puna Hanganga, Matihiko	Deputy Chief Financial Officer and Financial Controller within

		Te Puna Rangatōpū Finance and Commercial.
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It is proposed the tier 3 Finance and Commercial leader would have a Principal Advisor Finance and Commercial, which would be a tier 5 generalist role reporting directly to the Leader, Finance and Commercial. The Finance and Commercial function is large and complex, and further coordination and support for the Leader and Finance and Commercial teams is required to support the team's success. The role's main responsibilities include providing support and strategic advice regarding the Finance and Commercial groups priorities to the Leader, Finance and Commercial and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups to support the Leader Finance and Commercial and the broader groups connectivity and success.

It is also proposed that the tier 3 Finance and Commercial role would have a full time Executive Assistant who would report to the tier 3.

### Proposed functions, services and accountabilities of Finance and Commercial

	Finance and Commercial		
<b>WHAT does the function do?</b>	To deliver consistent, efficient financial and commercial services to enable the organisation and to shape and role model cultural responsiveness through the design and implementation of finance and commercial policy, process, and practice.		
<b>HOW will this function be organised?</b>	The function would consist of: <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Financial Control</li> <li>• Deputy Chief Financial Officer</li> </ul>		
<i>Level 4 Services</i>	Procurement	Financial Control	Finance
<b>Role Title</b>	Manager, Procurement/Chief Procurement Officer	Financial Controller	Deputy Chief Financial Officer
<b>Role Architecture Name</b>	Function Manager (Tier 4) (Chief Procurement Officer delegations)	Function Manager (Tier 4)	Function Manager (Tier 4)
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>• The strategic lead on all procurement matters, leads the functions strategy and monitors all procurement activities to align with broader best practice government procurement direction and guidance</li> <li>• Supervises and administers the building of contracts/agreements</li> </ul>	<ul style="list-style-type: none"> <li>• High-level financial reporting and analysis</li> <li>• Financial close activities</li> <li>• Financial reporting</li> <li>• Budgeting and forecasting</li> <li>• Management reporting and insights</li> <li>• Financial risk management</li> <li>• Debt management and collection</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic finance, forecasting and budgeting</li> <li>• Long term investment management and planning</li> <li>• Balance sheet/Fixed Asset management</li> <li>• External commercial and financial reporting management</li> <li>• Manages financial compliance across the organisation</li> <li>• Monitors/manages Appropriations</li> </ul>

	<ul style="list-style-type: none"><li>• Maintains contract database and ensures latest versions are maintained</li><li>• Coordinates with buyers, other stakeholders on a regular basis</li><li>• Maintains an up-to-date contract register</li><li>• Provides advice and support for all major procurement activities</li><li>• Provides knowledge of the relevant frameworks, contracts and regulations</li><li>• Implements any All of Government Procurement Strategies e.g. Broader Outcomes.</li></ul>	(Accounts Receivable and Accounts Payable) <ul style="list-style-type: none"><li>• Maintains the general ledger</li><li>• Monitors compliance with statutory law and financial regulations, including managing the external audit process</li><li>• A focus on monitoring and enhancing the financial performance of the Ministry, and a customer focus through supporting staff to upskill across fundamental financial activities.</li></ul>	<ul style="list-style-type: none"><li>• Strengthens organisational performance through excellent organisational planning to track spending and revenue</li><li>• Keeps track of records of incomings and outgoings (sales, purchases, receipts and payments) within the organisation.</li></ul>
Level 4 Services	Additional tier 5 and below roles		
Role Title	Principal Advisor Finance and Commercial		Executive Assistant
Role Architecture Name	N/A - ‘Specialist’		-
WHAT happens here?	<ul style="list-style-type: none"><li>• Quality assurance/advice, including input into official correspondence and communications to senior leaders and Ministers</li><li>• Provides support and strategic advice regarding the groups priorities to the tier 3 and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups</li><li>• Synthesises large amounts of information into clear and concise information and communications for senior leaders and Te Ohu Poutoko</li><li>• Risk and Issue Management for the group.</li></ul>	<ul style="list-style-type: none"><li>• Daily administrative and coordinating support for the Leader, Finance and Commercial</li><li>• Secretariat and meeting support for the Leader, Finance and Commercial.</li></ul>	
Ways of Working	<ul style="list-style-type: none"><li>• Closely works with the Technology team in Te Puna Hanganga Matihiko to leverage key enabling technology</li></ul>		

	<ul style="list-style-type: none"> <li>• Reports on organisational performance to Te Ohu Poutoko and other Senior Leaders in the Ministry</li> <li>• Works with Te Puna Rangatōpū Sustainability, People and Place to support the integration of people, sustainability, property and finance strategy and results</li> <li>• Supports and directs advice to Te Tumu Whakarae mō te Mātauranga (the Secretary for Education)</li> <li>• As with all the specialist portfolios, this function would work closely with the Integration Services group in order to provide advice and services to internal customers throughout the organisation.</li> </ul>
<b>Additional commentary</b>	<ul style="list-style-type: none"> <li>• The tier 4 Manager Procurement/Chief Procurement Officer would have procurement officer delegations.</li> </ul>

## **Proposed future structure and roles of Finance and Commercial**

See attached proposed structure for Finance and Commercial

# Governance, Planning and Performance

## What is 'Governance, Planning and Performance' and why is it important?

Governance, Planning, and Performance proposes to bring together end-to-end Ministry strategy, planning (including business continuity and emergency management) and performance functions with enterprise-wide governance arrangements in place. By proposing to establish enterprise-wide governance alongside risk management, planning and strategy, we are supporting best practice decision making for the organisation. This group is also proposed to include a compliance reporting function, focused on organisational compliance with Te Puna Rangatōpū process and policy (particularly in relation to the finance and people functions where end to end process compliance would be looked at).

It is proposed this group includes a new Enterprise Portfolio Management Office ('ePMO') which would be integral in driving strategic alignment of programmes and projects and providing best practice guidance, and frameworks across all PMOs. The proposed ePMO would have responsibility for reviewing, approving, monitoring, and adjusting PMO workplans throughout the planning cycle so that change activity across Te Tāhuhu o te Mātauranga is coherently aligned to organisational strategy. The proposed ePMO would also have the responsibility to advise Te Ohu Poutoko (and/or delegated parties) to support decision making on investment into programmes and projects across the organisation.

Te Puna Rangatōpū ePMO is proposed to hold a governance and monitoring role of the prioritisation and performance of programmes and projects across the organisation. There is an expectation that PMOs throughout the organisation would proactively work within the EPMO provided guidance and frameworks in order to provide consistency of practice and a clear view of the prioritisation and performance of the organisation's programmes and projects. The proposed ePMO would report on portfolio performance to Te Ohu Poutoko.

This team would provide the organisation with a consolidated view of enterprise risk management and business planning requirements, including business continuity needs, and would include an added focus on the organisation's compliance with Te Puna Rangatōpū process and policy.

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

The Governance, Planning and Performance team is a newly established combination of functions within Te Puna Rangatōpū.

This team would bring together key functions involved in strategic and operational planning and oversight, providing an end-to-end view of organisation-wide strategy; planning (including business continuity, emergency management and performance monitoring, and governance).

The Governance, Planning and Performance team is proposed to include a Principal Advisor Risk Management role from Te Puna Hanganga, Matihiko, which would centralise general and enterprise risk management functions. This reduces duplication of function and provides the organisation with a consolidated view of enterprise risk management.

The team would bring Emergency Management and Business Continuity planning functions combined within the Governance, Planning and Performance team. This would bring strong alignment across the support and advice provided throughout the business continuity and emergency management planning processes.

The Emergency Management team supports teams regarding Incident Management and Emergency Management with delivery from Te Puna Rangatōpū Emergency Management team proposed to continue in conjunction with other parts of the Ministry as the need arises.

The Governance, Planning and Performance team is proposed to have a tier 3 leader. Within the Governance, Planning and Performance team, the following teams are proposed:

- Strategic Planning and Performance team
- Governance and Risk team
- ePMO team.

It is proposed there be a new Principal Advisor Compliance role in the Governance and Risk team which would be integral in supporting a Te Puna Rangatōpū view of organisational compliance with Te Puna Rangatōpū policies and process, particularly in the Finance and People functions.

It is proposed there be a new Principal Advisor Risk role in the Governance and Risk team which would take a lead in the Governance and Risk team on providing high quality effective enterprise level risk advice to the organisation, including risk frameworks, tools, templates and guidance.

It is also proposed that the tier 3 Governance, Planning and Performance role would have a 0.5 FTE Executive Assistant who would report to the General Manager Governance, Planning and Performance.

The proposed changes to form this team are:

Function	Current location	Future Location within Governance, Planning and Performance
Governance	Te Puna Rangatōpū Corporate Strategy and Performance Hub	Governance and Risk team
Risk	Te Puna Rangatōpū Corporate Strategy and Performance Hub	Governance and Risk team
Principal Advisor - Risk Management (role)	Te Puna Hanganga, Matihiko	Governance and Risk team
Business Continuity Planning	Te Puna Rangatōpū Business Services	Strategic Planning and Performance team
Emergency Management	Te Puna Rangatōpū Business Services	Strategic Planning and Performance team
Ministry Delivery Framework, PPM Tools and Project and Investment advisory service	Te Puna Rangatōpū Corporate Strategy and Performance Hub	ePMO team
Planning and Performance, Organisational Strategy and Business Planning and Accountability and External Reporting	Te Puna Rangatōpū Corporate Strategy and Performance Hub	Strategic Planning and Performance team

It is proposed the Business Continuity and Emergency Management planning functions currently occurring in Te Puna Rangatōpū Business Services team be moved to the new Strategic Planning and Performance function within the Governance, Planning and Performance team.

It is proposed the Te Tāhuhu o te Mātauranga Delivery Framework and PPM tools function in Te Puna Rangatōpū Te Puna Rangatōpū Strategy and Performance Hub be moved to the new EPMO team within the Governance, Planning and Performance team.

It is proposed the risk function currently occurring in Te Puna Rangatōpū Te Puna Rangatōpū Strategy and Performance Hub be moved to the new Governance and Risk function within the Governance, Planning and Performance team.

The Principal Advisor Risk Management role currently in Te Puna Hanganga, Matihiko, would move to the Governance & Risk function within Te Puna Rangatōpū Governance, Planning and Performance team.

## Proposed functions, services and accountabilities of Governance, Planning and Performance

	Governance, Planning and Performance		
WHAT does the function do?	The purpose of the Governance, Planning and Performance function is to provide oversight across Ministry-wide strategic planning, internal and external reporting (including responsibility for Ministry strategic documents), governance, risk, and performance. This includes a newly established Enterprise Portfolio Management Office that would hold a governance and monitoring role of the prioritisation and performance of programmes and projects across the Ministry.		
HOW will this function be organised?	The function would consist of: <ul style="list-style-type: none"> <li>• Strategic Planning and Performance</li> <li>• Governance and Risk</li> <li>• ePMO</li> </ul>		
Level 4 Services	Strategic Planning and Performance	Governance and Risk	ePMO
Role Title	Manager, Strategic Planning & Performance	Manager Governance & Risk	Manager, ePMO
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> <li>• Statement of Intent</li> <li>• Strategic Reporting</li> <li>• Accountability Reporting</li> <li>• Strategy and Strategic Roadmap</li> <li>• Business Planning (Business Continuity Management) frameworks and guidance</li> <li>• Supports Ministry teams regarding Incident Management and Emergency Management</li> </ul>	<ul style="list-style-type: none"> <li>• Governance Frameworks</li> <li>• Governance Management</li> <li>• Risk Management and frameworks</li> <li>• Compliance Reporting for the Ministry against Te Puna Rangatōpū processes e.g. finance, people, legal processes (3-lines of defence model)</li> <li>• Secretariat support for Te Ohu Poutoko</li> </ul>	<ul style="list-style-type: none"> <li>• Develops Programme, Project and Change Methodology for all PMOs and projects/programmes throughout the Ministry</li> <li>• Enterprise-Portfolio Management and Prioritisation</li> <li>• RAID (Risks, Assumptions, Issues and Dependencies) Management</li> <li>• Benefits Management</li> <li>• Portfolio Reporting</li> </ul>

	<ul style="list-style-type: none"> <li>• Performance Measurement and Improvement</li> <li>• Performance Monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the tier 3 Governance, Planning and Performance with governance reporting and queries to Te Ohu Poutoko.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Analysis and Requirements Methodology</li> <li>• Provides training for the Ministry on key project and change methodologies</li> <li>• Informs governance and prioritisation processes</li> <li>• Supports Portfolio Investment decisions.</li> <li>• Monitors Ministry projects so they are meeting P3M3 standards and targets set by Treasury.</li> </ul>
<i>Level 4 Services</i>	<i>Additional tier 5 and below roles (ePMO page for additional tier 5 ePMO roles)</i>		
<b>Role Title</b>	Principal Advisor Risk (Reporting to tier 4 Governance and Risk Manager)	Principal Advisor Compliance (Reporting to tier 4 Governance and Risk Manager)	Executive Assistant
<b>Role Architecture Name</b>	-	-	-
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>• Provides advice on high quality effective enterprise level risk</li> <li>• Provides risk frameworks, tools, templates and guidance</li> <li>• Provides risk education (including training)</li> <li>• Supports quality assurance on risk advice/written work to the Ministry, to Boards and to Te Ohu Poutoko</li> <li>• Supports with risk reporting and answering queries from Te Ohu Poutoko and to relevant Risk Boards</li> <li>• Responsible for key written documents.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitors compliance across Te Puna Rangatōpū specialist portfolios process and policy</li> <li>• In line with the Internal Audit function in the Office of Te Tumu Whakarae mō te Mātauranga, develops best practice internal compliance policy, frameworks and systems and consistently reviews/monitors these</li> <li>• Provides advice and reporting on Te Puna Rangatōpū compliance</li> <li>• Provides education (including training) on compliance to Te Puna Rangatōpū to consistently upskill and support practice</li> <li>• Supports quality assurance on compliance advice and written</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative and coordination support for the Leader, Governance, Planning and Performance</li> <li>• Secretariat and meeting support for the Leader, Governance, Planning and Performance.</li> </ul>



		<p>work to the Ministry, to Boards and to Te Ohu Poutoko</p> <ul style="list-style-type: none"> <li>• Responsible for key written documents.</li> </ul>	
<b>Ways of Working</b>	<ul style="list-style-type: none"> <li>• The Governance, Planning and Performance team would work closely with the Technology team in Te Puna Hanganga, Matihiko to leverage key enabling technology</li> <li>• Responsible for setting up ways of working and responsibilities with other PMOs around the Ministry. The ePMO would also hold a governance and monitoring role of the performance of programmes and projects across the Ministry</li> <li>• As with all the specialist portfolios, this function would work closely with the Integration Services group in order to provide advice and services to internal customers throughout the Ministry.</li> </ul>		
<b>Additional commentary</b>	<ul style="list-style-type: none"> <li>• Responsible for establishing ways of working and responsibilities with PMOs throughout the Ministry.</li> </ul>		

## **Proposed future structure and roles of Governance, Planning and Performance**

See attached proposed structure for Governance, Planning and Performance

# ePMO

## What is the ePMO and why is it important?

The proposed ePMO is a team within the Governance, Planning and Performance group and is responsible for driving strategic alignment of programmes and projects as well as consistency across the various PMOs within Te Tāhuhu o te Mātauranga. The proposed ePMO would have a responsibility for reviewing, approving, monitoring, and adjusting PMO workplans throughout the planning cycle so that change activity across the Ministry is coherently aligned to organisational strategy. The proposed ePMO would also have responsibility to authorise investment into programmes and projects across the organisation. The proposed ePMO would report on portfolio performance to Te Ohu Poutoko.

The ePMO is important for consistency in best practice of portfolio, programme, project, and change management across the organisation. The ePMO would act as an enabler for other parts of the organisation to deliver on their respective programmes and projects. Therefore, it is important the proposed ePMO fosters strong relationships with the Ministry PMO groups.

Te Tāhuhu o te Mātauranga has a significant change agenda which justifies the design of the proposed ePMO to a tier 5 level whereas other groups have purposely not been designed to a similar level of detail as part of this proposal. Designing the proposed ePMO in further detail would enable the Ministry to establish the ePMO as soon as possible so that it may contribute to the significant change occurring within the Ministry.

The proposed ePMO would consist of the follow teams:

- **Portfolio Management:** responsible for:
  - Strategic alignment of the portfolio
  - Setting frameworks and guidance to inform PMO prioritisation activities
  - Reviewing, approving, monitoring, and adjusting PMO workplans throughout the planning cycle
  - Authorising investment into programmes and projects across the Ministry
  - Programme and project performance management frameworks and guidance
  - Reporting directly to Te Ohu Poutoko on portfolio and programme performance and progress.
- **Programme and Project Management:** responsible for developing enterprise-wide portfolio, programme, project, and change frameworks, guidance, and processes to drive consistency between PMOs across the Ministry.
- **Programme Management Support Office ('PMSO'):** responsible for enabling PMO teams across the organisation through frameworks and guidance for managing programme and project risks, assurance of programmes and projects, developing and delivering training on how to use standardised frameworks, practices, and processes produced by the ePMO.

The ePMO would effect change through cascading organisational strategy to PMOs throughout the organisation and setting guidance and expectations on how each PMO would prioritise its programmes and projects. It would also authorise programmes and projects with commensurate funding, monitor and report on the progress of the Ministry's portfolio of change, and provide training on best practice programme, project, and change management.

Each existing PMO would remain in its relevant business group to manage programme, project, and change delivery and would be enabled by the frameworks, guidance, and processes developed by the ePMO. Each existing PMO would be required to report to the ePMO on key metrics to provide Te Ohu Poutoko with visibility on progress. Reporting to Te Ohu Poutoko is necessary to for the ongoing support of the ePMO function by senior staff.

The ePMO would be supported by appropriate governance arrangements that would be developed in the next stage of detailed design.

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

The ePMO is a new team proposed to be established with the Governance, Planning and Performance group because of the close connection it would require with the Strategic Planning and Performance team and the Governance and Risk team.

The ePMO is proposed to have three teams, each with a newly established tier 5 team leader. It is proposed that the existing project management team members within Te Puna Rangatōpū Corporate Strategy and Performance Hub would transition to the Programme and Project Management team within the ePMO. This is illustrated in the table below.

Existing function	Current location	Proposed location within the ePMO
Te Tāhuhu o te Mātauranga Delivery Framework and PPM Tools P3M Capability Uplift, Project and Investment advisory service	Te Puna Rangatōpū Corporate Strategy and Performance Hub	Programme and Project Management

## Proposed functions, services, and accountabilities of ePMO and its proposed teams

	ePMO		
WHAT does the function/service do?	The ePMO team would be responsible for enterprise-wide strategic alignment of programmes and projects and guidance, governance, and standardised processes and frameworks that drive consistency in the way Te Tāhuhu o te Mātauranga completes portfolio, programme, project and change management activities.		
HOW will this function be organised?	The function would consist of: <ul style="list-style-type: none"> <li>Portfolio Management</li> <li>Programme and Project Management</li> <li>Programme Management Support Office (PMSO)</li> </ul>		
Level 4 Teams	Portfolio Management	Programme and Project Management	Programme Management Support Office (PMSO)
Role Title	Team Lead, Portfolio Management	Team Lead, Programme and Project Management	Team Lead, Programme Management Support Office (PMSO)
Role Architecture Name	Team Leader (Tier 5)	Team Leader (Tier 5)	Team Leader (Tier 5)

ePMO			
WHAT happens here?	<ul style="list-style-type: none"><li>Aligns programmes and projects across the Ministry with Organisational strategy</li><li>Communicates organisational strategy to PMOs to support collective understanding</li><li>Develops prioritisation framework to guide PMO prioritisation processes</li><li>Reviews, approves, monitors, and adjusts PMO workplans throughout the planning cycle</li><li>Develops and manages the Strategic Performance Management Framework</li><li>Authorises investment into programmes and projects across the Ministry (including preliminary investment to enable a business case to be developed)</li><li>Provides performance management data and report to Te Ohu Poutoko</li><li>Builds and manages relationships with PMOs across the Ministry</li><li>Supports the tier 4 ePMO Manager with strategic alignment of programmes and projects and performance reporting to Te Ohu Poutoko.</li></ul>	<ul style="list-style-type: none"><li>Develops best practice enterprise-wide portfolio, programme, project, and change frameworks, guidance, and processes to drive consistency between PMOs across the Ministry</li><li>Develops best practice resource deployment guidance and benefits management guidance</li><li>Defines and manages the governance framework across the Ministry relevant for PMOs</li><li>Inputs into training for PMOs on key project, programme, and change methodologies (delivery of training is to be undertaken by the Programme Management Support Office team)</li><li>Manages lessons learnt relating to best practice</li><li>Identifies and records independencies between programmes and projects across the Ministry</li><li>Builds and manages relationships with PMOs across the Ministry</li><li>Supports and advises PMOs</li><li>Supports the tier 4 ePMO Manager with programme and project activity.</li></ul>	<ul style="list-style-type: none"><li>Develops and manages the Ministry RAID (Risks, Assumptions, Issues and Dependencies) Register</li><li>Monitors PMOs to support their respective risk registers being maintained in accordance with best practice across the Ministry</li><li>Project and programme assurance and reporting (second line of defence)</li><li>Develops best practice assurance and risk management approaches</li><li>Develops and delivers training for PMOs on key guidance, frameworks, tools and standardised processes (input required by Programme and Project Management team)</li><li>Develops programme and project management capability within PMOs</li><li>Builds and manages relationships with PMOs across the Ministry</li><li>Supports external audits and assurance of programmes and projects</li><li>Supports the tier 4 ePMO Manager PMO risk and assurance-based reporting.</li></ul>

	ePMO
WAYS OF WORKING	<ul style="list-style-type: none"> <li>• Fosters strong relationships with other projects/programmes and PMO's throughout the Ministry, including working closely with portfolio delivery (PMO) occurring in Te Mahau</li> <li>• Fosters a strong relationship with the Finance and Commercial group within Te Puna Rangatōpū to facilitate the investment governance responsibilities and programme and project authorisation and funding</li> <li>• Fosters a strong relationship with the other teams within the Governance, Planning &amp; Performance group (Strategic Planning &amp; Performance team and the Governance &amp; Risk team) to enable the accurate cascade of organisational strategy to PMOs and to inform the prioritisation process and guidance.</li> </ul>

## Proposed future structure and roles of ePMO

See attached proposed structure for ePMO

# Public Affairs

## What is 'Public Affairs' and why is it important?

Public Affairs delivers key operational and statutory functions relating to the public (including official correspondence), the Minister's Office and key external bodies, for example, the Office of the Ombudsman. It also includes oversight and delivery of external communications functions such as media relations, brand management, insights and our digital channels and social media presence.

Public Affairs has an integral role proactively surveying our external landscapes to identify and manage emerging issues and create opportunities to build the Ministry's profile and reputation with external stakeholders. Public Affairs works to strengthen the public's perception and experience of the Ministry, listen to the public and act as a key coordination point, make our services easily identifiable and accessible through a consistent brand, and build recognition of what we stand for and the mahi we deliver. Public Affairs helps uphold our transparency and accountability to the public.

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

The Public Affairs function would continue to be organised by function or expertise but proposes to combine the current Government Executive and Ministerial Services (GEMS) and Communications and Stakeholder functions (which currently report to different Te Puna Rangatōpū tier 3 roles), under one 'Public Affairs' function. The Internal Communications function is proposed to move to the Integration Services group.

We propose to combine these teams given their shared focus and similar ways of working. Both functions have a joint responsibility in supporting the organisation to be transparent and accountable to the public and in communicating the organisation's message externally. Housing these functions together provides for unified issues identification and management; joined-up, consistent external communications; and an integrated access point for external engagement frameworks, processes and strategic advice.

Our current approach to communications and engagement is proposed to change significantly. This will support us in strengthening our approach to an everchanging external landscape and support strengthened communications to the sector. Under this proposal we would combine external communications and Ministerial Services functions under an externally focused Public Affairs team and shift the Internal Communications team to Te Puna Rangatōpū Integration Services. It is also proposed Te Mahau would have a Communications team for sector facing communications and each Hautū may have communications resource in their Office. Further detail is provided on this below.

Within the Public Affairs team, it is proposed there be two teams:

- A Ministerial Services team
- Strategic Communications team

The Strategic Communications team in Public Affairs would lead the Ministry's communications 'community of practice', connecting with Te Puna Rangatōpū Internal Communications team (in Integration Services), the Te Mahau Communications team, and any communications resource in the

Offices of the Hautū. This community of practice provides a point of connection for communications activity occurring across the organisation.

Te Puna Rangatōpū Internal Communications team, which is proposed to move to the Integration Services team, would be responsible for setting internal communications frameworks, guidance, templates and managing organisational internal communications channels, including whole of ministry internal communications. This team would work closely with Te Mahau communications function and internal communications resource in Offices of the Hautū.

Locating the Internal Communications function in the Integration Services team allows this team to be closer to our customers (and the rest of the organisation) in designing internal communication tools, guidance and frameworks and in managing organisationwide internal communications channels e.g. the intranet, internal blogs and newsletters.

The following changes are proposed:

Team/function/role	Current location	Future Location
Government Executive and Ministerial Services	Te Puna Rangatōpū Government Executive and Ministerial Services	Ministerial Services team, Public Affairs
Communications and Stakeholder Engagement (externally focused)	Te Puna Rangatōpū Communications and Stakeholder Engagement	Strategic Communications team, Public Affairs
Internal Communications function	Te Puna Rangatōpū Communications and Stakeholder Engagement	Internal Communications and Engagement, Integration Services.

It is proposed the tier 3 Public Affairs leader would have a Principal Advisor, Public Affairs which would be a tier 5 generalist role reporting directly to the Leader, Public Affairs. The Public Affairs function is large and complex, and further coordination and support for the Leader and Public Affairs teams is required to support the team's success. The role's main responsibilities include providing support and strategic advice regarding the Public Affairs groups priorities to the Leader, Public Affairs and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups to support the Leader Public Affairs and the broader groups connectivity and success.

It is also proposed that the tier 3 Public Affairs role would have a full time Executive Assistant who would report to the tier 3.

## Proposed functions, services and accountabilities of Public Affairs

	<i>Public Affairs</i>
<b>WHAT does the function do?</b>	The purpose of the Public Affairs function is to deliver key operational and statutory functions relating to the Ministry's obligations to the New Zealand Public (including official correspondence), to the Minister's Office and to key external bodies e.g. the Office of the Ombudsman. The Public Affairs function also delivers external facing communications functions such as Media and Ministry digital management and branding.
<b>HOW will this function be organised?</b>	The function would consist of: <ul style="list-style-type: none"> <li>• Ministerial Services</li> <li>• Strategic Communications.</li> </ul>

<i>Level 4 Services</i>	Ministerial Services	Strategic Communications	Additional tier 5 and below roles	
<b>Role Title</b>	Manager, Ministerial Services	Manager, Strategic Communications	Principal Advisor, Public Affairs	Executive Assistant
<b>Role Architecture Name</b>	Function Manager (Tier 4)	Function Manager (Tier 4)	-	-
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>Oversees daily operational support to and acts as the point of contact for the Minister's Office</li> <li>Oversees the team's management of the Ministry's Official Correspondence – OIAs, request/queries from the public</li> <li>Coordinates / manages the Private Secretaries</li> <li>Proactive releases of information</li> <li>Manages and responds to correspondence from the Office of the Ombudsman.</li> </ul>	<ul style="list-style-type: none"> <li>Digital Publications</li> <li>External Comms Frameworks</li> <li>Branding and Templates Management</li> <li>Social Media</li> <li>Website</li> <li>Media management</li> <li>Event management</li> <li>External Relationship Management</li> <li>Campaign Management (national)</li> <li>Sets / provides the external Communications strategy and Frameworks</li> <li>Leads community of practice across Communications within the Ministry.</li> </ul>	<ul style="list-style-type: none"> <li>Specific support to incident and emergency management communications to the public, working closely with Te Puna Rangatōpū Governance function</li> <li>Risk and Issue Management for the group</li> <li>Quality assurance/advice</li> <li>Supports official correspondence</li> <li>Clear and concise information and communications for senior leaders and Te Ohu Poutoko</li> <li>Provides support and strategic advice regarding the groups priorities to the tier 3 and acting as a connector between teams. The Principal Advisor would support at the interface of significant issues and key priorities between groups.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative and coordination support for the Leader, Public Affairs</li> <li>Secretariat and meeting support for the Leader, Public Affairs.</li> </ul>



Ways of Working	<ul style="list-style-type: none"> <li>• Provides strategic advice to Te Ohu Poutoko relating to external risk and management, statutory information requirements, reputation management and the Ministry's brand</li> <li>• Supports and provides direct advice to Te Tumu Whakarae mō te Mātauranga (the Secretary for Education)</li> <li>• As with all the specialist portfolios, this team would work closely with the Integration Services group in order to provide advice and services to internal customers throughout the Ministry.</li> </ul>
Additional commentary	<ul style="list-style-type: none"> <li>• Holds the relationship with the Office of the Ombudsman</li> <li>• Holds the relationship with media outlets.</li> </ul>

## Proposed future structure and roles of Public Affairs

See attached proposed structure for Public Affairs

# 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.

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

The Legal and Privacy team would continue to be organised by function or expertise but would combine 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.

Written correspondence relating to Privacy i.e. Privacy Act requests and Office of the Privacy Commissioner correspondence would be led by business units within the Ministry with specialist input from Te Puna Rangatōpū Privacy function.

As with the design of all Te Puna Rangatōpū teams, an additional consideration has been creating more equitable spans of control for leaders. By creating equitable spans of control across all leaders, but particularly our tier 3 leaders, we allow for more strategic and future focused thinking which would benefit our people and service offerings. This was a consideration when designing the extra team under the tier 3 Legal and Privacy role which means this role is proposed to have four direct reports (including an EA).

Another key consideration was supporting our people's professional development. Under this proposal, solicitors currently reporting to the Chief Legal Officer would report to a new Tier 4 manager who would have responsibility for supporting their professional development and day-to-day tasking. This Tier 4 manager would be the initial point of escalation for queries and advice and would work to ensure solicitors across disciplines can share and develop their wider knowledge base.

We propose the tier 3 Legal and Privacy role would have Chief Legal Officer delegations.

Within the proposed Legal and Privacy team, the following teams are proposed:

- A Legal Employment Relations team (which currently exists)
- A Legal Commercial and Policy team
- A Privacy team (with a tier 4 role with Chief Privacy Officer delegations).

This decision 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 proposed changes for this team are:

Function	Current location	Future Location within Legal and Privacy
Privacy	Te Puna Rangatōpū Business Services	Privacy team

Legal	Direct reports to the Chief Legal Officer Te Puna Rangatōpū	Legal Commercial and Policy team
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- As noted above, a Legal Employment Relations team already exists and so is not included in the table above.

It is proposed Te Puna Hanganga, Matihiko Legal team would retain its current arrangement with Te Puna Rangatōpū Legal team. This is because the expertise of Te Puna Hanganga, Matihiko legal team is more closely aligned with infrastructure services, which is different to the general legal advice completed by Te Puna Rangatōpū Legal Services.

This means the following:

- The construction and property legal team would retain its hard reporting line to Te Puna Hanganga, Matihiko but would have a soft line (practice) to Te Puna Rangatōpū Chief Legal Advisor; and
- Decisions and/or advice in Te Puna Hanganga, Matihiko Legal team which require Chief Legal Advisor Delegation authority would continue to be approved through the tier 3 Legal and Privacy role

It is also proposed that the tier 3 Legal and Privacy role would have a part time (0.5 FTE) Executive Assistant who would report to the tier 3.

### Proposed functions, services and accountabilities of Legal and Privacy

<i>Legal and Privacy</i>				
<b>WHAT does the function do?</b>	The purpose of the Legal and Privacy function is to provide advice across the key legal and legal management functions. This includes core legal advice and service delivery functions as well as privacy functions such as impact assessments / breaches.			
<b>HOW will this function be organised?</b>	The function would consist of: <ul style="list-style-type: none"> <li>• Legal - Employment Relations</li> <li>• Legal - Commercial and Policy</li> <li>• Privacy</li> </ul>			
<i>Level 4 Services</i>	Legal Services - Employment Relations	Legal Services - Commercial and Policy	Privacy	Supporting team roles
<b>Role Title</b>	Legal Manager, Employment	Legal Manager, Commercial and Policy	Manager, Privacy	Executive Assistant (0.5)
<b>Role Architecture Name</b>	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)	-
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>• Oversees employee disputes, supporting the appropriate management</li> </ul>	<ul style="list-style-type: none"> <li>• Oversees legal guidance regarding business contracts and any other</li> </ul>	<ul style="list-style-type: none"> <li>• Provides advice and support regarding privacy principles</li> <li>• Privacy Impact Assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Daily administrative and coordinating support for the Leader,</li> </ul>

	<p>and advice/opinions</p> <ul style="list-style-type: none"> <li>• Legal advice to support bargaining collective agreements</li> <li>• Oversees legal guidance relating to Employment Relations</li> <li>• Oversees the preparation for cases that appear before the court or tribunal or similar jurisdiction</li> <li>• Provides advice and guidance for general staff disputes</li> <li>• Provides guidance during bargaining</li> </ul>	<p>commercial advice</p> <ul style="list-style-type: none"> <li>• Oversees the preparation for cases that appear before the court or tribunal or similar jurisdiction</li> <li>• Provides legal input to policy</li> <li>• Provides high-level regulatory advice</li> <li>• Provides general legislative advice</li> </ul>	<p>and advice/reporting requirements relating to privacy breaches</p> <ul style="list-style-type: none"> <li>• Supports compliance with the Privacy Act 2020</li> <li>• Advises the Ministry teams responsible for Privacy Act requests and Privacy Commissioner complaints</li> <li>• Lifts privacy capability across the Ministry</li> </ul>	<p>Legal &amp; Privacy</p> <ul style="list-style-type: none"> <li>• Secretariat and meeting support for the Leader, Legal &amp; Privacy</li> </ul>
<b>Ways of Working</b>	<ul style="list-style-type: none"> <li>• Te Puna Hanganga, Matihiko Legal Services would continue to hold close ways of working with Te Puna Rangatōpū Legal and Privacy team through a dotted (soft) practice line to the tier 3 Legal and Privacy role</li> <li>• Te Puna Rangatōpū Legal functions would also hold close ways of working with Te Puna Ohumahi Mātauranga to support sector collective bargaining</li> <li>• The Privacy function would provide support and advice to teams throughout the Ministry responding to Privacy Act requests (for example in Te Mahau)</li> <li>• As with all the specialist portfolios, this function would work closely with the Integration Services group in order to provide advice and services to internal customers throughout the Ministry.</li> </ul>			
<b>Additional commentary</b>	<p>The level 4 privacy team and subsequent tier 4 role would hold Chief Privacy Officer delegations.</p>			

## Proposed future structure and roles of Legal and Privacy

See attached proposed structure for Legal and Privacy

# 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 would 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.

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

The Racial Equity Office is currently located in Te Puna Rangatōpū Corporate Strategy and Performance Hub. It was moved there from Te Tumu Whakarae mō te Mātauranga | the Office of the Secretary for Education (the Office).

Adopting an approach that aligns to Shift 1, Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi, we propose to establish a new Racial Equity Office tier 3 leader: a Head of Racial Equity.

The role would have dual reporting lines to the Hautū Te Puna Rangatōpū and Hautū Te Tuarongo. They would be responsible for establishing the Racial Equity Office's purpose and function over time, focused on embedding the commitments and principles of te Tiriti o Waitangi in our planning and work practices; working together with our people; guiding cultural capability and leadership practice across the Ministry; and supporting diversity, voice and manaakitanga for all ethnicities. The Racial Equity Office would work closely with Pou Ārahi across the organisation.

It is also proposed the cultural capability training and education function is held in the Organisational Development team in Sustainability, People and Place. This reasoning is twofold, first it allows the Racial Equity Office to focus on broader strategy and system change across the organisation, and secondly, it houses all Learning and Development and capability uplift within the Sustainability, People and Place group.

The Racial Equity Office embodies enhancing integration and support by working together across business units (Te Puna Rangatōpū and Te Tuarongo) and different service lines to deliver better results.

The proposed changes relating to the Racial Equity Office are as follows:

Function/team	Current location	Future Location
Racial Equity Office	Te Puna Rangatōpū Corporate Strategy and Performance Hub	Dual reporting lines to the Hautū Te Puna Rangatōpū and Hautū Te Tuarongo.
Cultural capability function (of the Racial Equity Office)	Racial Equity Office	Organisational Development, Sustainability, People and Place, Te Puna Rangatōpū



## Proposed functions, services and accountabilities of the Racial Equity Office

	<i>Racial Equity Office</i>
<b>WHAT does the function do?</b>	<p>The Racial Equity Office would prioritise and gives effect to te Tiriti policy in the Ministry's everyday work and business planning, centred on four key areas:</p> <ul style="list-style-type: none"> <li>• Support our commitment to te Tiriti o Waitangi in our work</li> <li>• Support the lift in cultural capability and leadership practice across the Ministry education system</li> <li>• Support the exercise manaakitanga for all ethnicities</li> <li>• Works closely with Pou Ārahi across Te Tāhuhu o te Mātauranga</li> </ul>
<b>HOW will this function be organised?</b>	<p>The first step is proposed to establish a leadership role who is then responsible for developing the Office purpose and function over time.</p>
<b>WHAT happens here?</b>	<ul style="list-style-type: none"> <li>• Develop strategic plans that would guide equity</li> <li>• Support organisational policies, guidance and frameworks, processes</li> <li>• Provide leadership and advice on racial equity</li> <li>• Support the design of services that are consistent and compatible with Kaupapa Māori and Iwi expectations with racial equity</li> <li>• Establish monitoring and reporting processes to inform the iterative development of the Racial Equity Office services and processes</li> <li>• Identify means of ensuring continuous improvement and new service offerings</li> </ul>
<b>WAYS OF WORKING</b>	<ul style="list-style-type: none"> <li>• Initial thinking on the way this Office would work across the organisation:</li> <li>• Strong relationships with Te Ohu Poutoko and organisational senior leaders and managers.</li> <li>• Advises Te Puna Rangatōpū Hautū and Te Tuarongo Hautū and Pou Ārahi across the Ministry.</li> </ul>

## Proposed future structure and roles of the Racial Equity Office

See attached proposed structure for the Racial Equity Office

# Office of the Hautū

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

The Office of the Hautū would continue to support the Hautū, Te Puna Rangatōpū and Te Puna Rangatōpū senior leadership team, acting at the interface of Te Puna Rangatōpū and other Office of the Hautū functions throughout the organisation. The Office of the Hautū would continue to provide the Hautū and Te Puna Rangatōpū senior leadership team with a clear view of risks and challenges being faced by the broader Te Puna Rangatōpū group which allows for support and additional planning to be provided where indicated.

It is proposed the Office of the Hautū has a greater focus on supporting each specialist portfolio to enable Te Puna Rangatōpū people across some key areas:

- Work with the Integration Services team and the specialist portfolios *to give effect to feedback* relating to Te Puna Rangatōpū process, policy and people. Given the Office of the Hautū lens from working across all Te Puna Rangatōpū teams, they would provide valuable insight and advice on how best to enhance Te Puna Rangatōpū process, policy, and how best to support Te Puna Rangatōpū people (alongside their tier 3 leaders)
- Work with Te Puna Rangatōpū teams and the Pou Ārahi to support the uplift and monitoring of Te Puna Rangatōpū cultural capability
- Lead and work with Te Puna Rangatōpū senior leaders on all Business Management including budgeting, planning and people/resourcing requirements to support their people, planning and budgeting needs
- Work with Te Puna Rangatōpū senior leaders to understand and help them to proactively manage risks and issues they are facing
- Overseeing the implementation of Te Puna Rangatōpū operating model from a Te Puna Rangatōpū people perspective and supporting its continual evolution to check its fit for purpose.

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

The Office of the Hautū team is proposed to remain 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 are proposed to change. Therefore, only the tier 3 leader role and the current Senior Support Officer roles detailed earlier in this proposal are in scope. All other roles in the Office of the Hautū are out of scope for this consultation.

The Office of the Hautū is proposed to have a tier 3 leader overseeing the teams' functions and acting as a conduit between the team, the Hautū and the rest of Te Puna Rangatōpū. The change proposed here is that the Office of the Hautū will have a dedicated tier 3 leader whereas previously it has been a tier 4 leader of this office.

The second proposed change is that the three Senior Support Officer roles which currently provide support to some Te Puna Rangatōpū tier 3 leaders and are currently housed in the Office of the Hautū are proposed to be disestablished. This is because it is proposed to devolve this Executive Assistant support to each Te Puna Rangatōpū business unit.



Under the proposal for Executive Assistants, it is proposed each tier 3 leader in Te Puna Rangatōpū would have executive assistant support which could also support and provide coordination to the broader business group.

Key proposed changes in the Office of the Hautū are outlined in the following table

Current Role	Current location	Future action
Senior Support Officer roles x3	<ul style="list-style-type: none"> <li>Office of the Hautū</li> </ul>	Disestablished

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

<i>Office of the Hautū</i>	
<b>WHAT does the function do?</b>	<p>The Office of the Hautū would support the Hautū and all Te Puna Rangatōpū people through the delivery of the following functions:</p> <ul style="list-style-type: none"> <li>Risk and Issue Management</li> <li>Business Management including budgeting, planning and people requirements</li> <li>Supporting the uplift of cultural capability of Te Puna Rangatōpū</li> <li>General management of the Office</li> <li>Advisory support (e.g. input into OIA and Minister's Office requests)</li> <li>Supporting Te Puna Rangatōpū Hautū and Leadership Team with strategic and operational support</li> <li>Supporting the optimisation and evolution of the operating model to check it is continually fit for purpose.</li> </ul>
<b>HOW will this function be organised?</b>	<p>The Office of the Hautū team is proposed to remain 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 are proposed to change. Therefore only the tier 3 leader role and the current Senior Support Officer are in scope. All other roles in the Office of the Hautū are out of scope for this consultation.</p>
<b>WAYS OF WORKING</b>	<ul style="list-style-type: none"> <li>Works with Te Ohu Poutoko and Ministry senior leaders and managers</li> <li>Internal Te Puna Rangatōpū senior leaders and staff, Te Puna Rangatōpū Hautū</li> <li>Works with other Business Units' Office of the Hautū.</li> </ul>

## Proposed future structure and roles of the Office of the Hautū

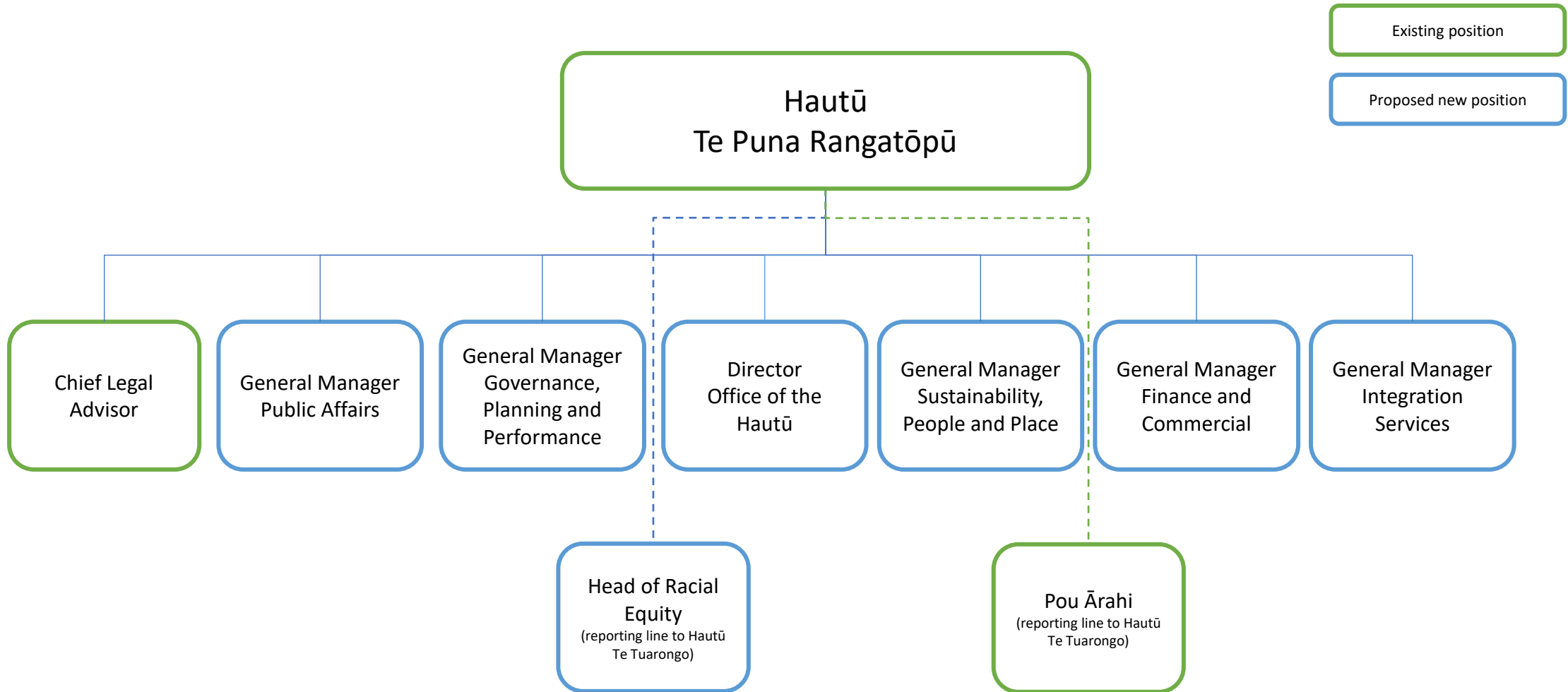
Given the structure and functions of the Office of the Hautū are proposed to remain consistent, the structure is not included in this proposal.

# Te Puna Rangatōpū

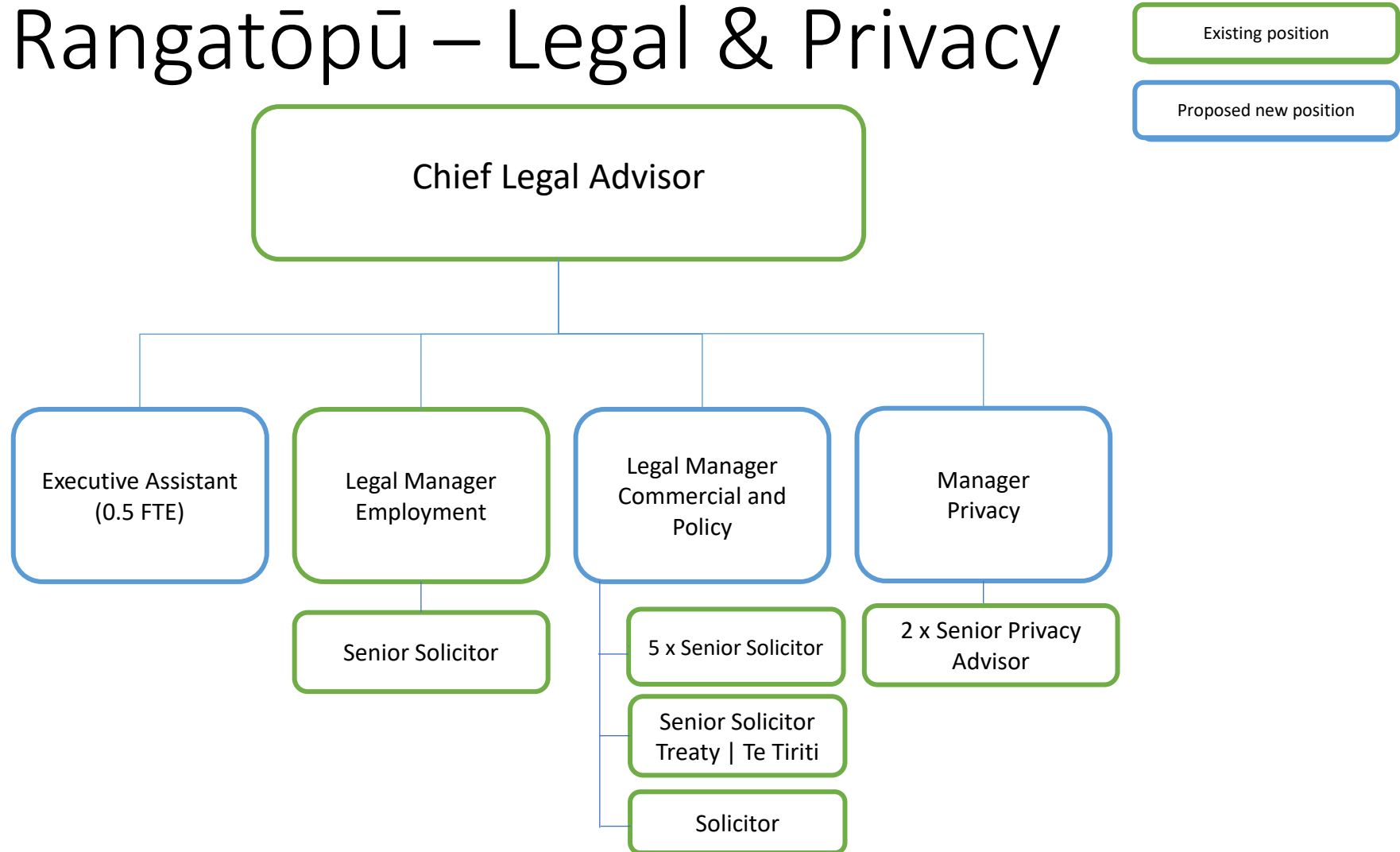
## Full proposed structure charts

October 2022

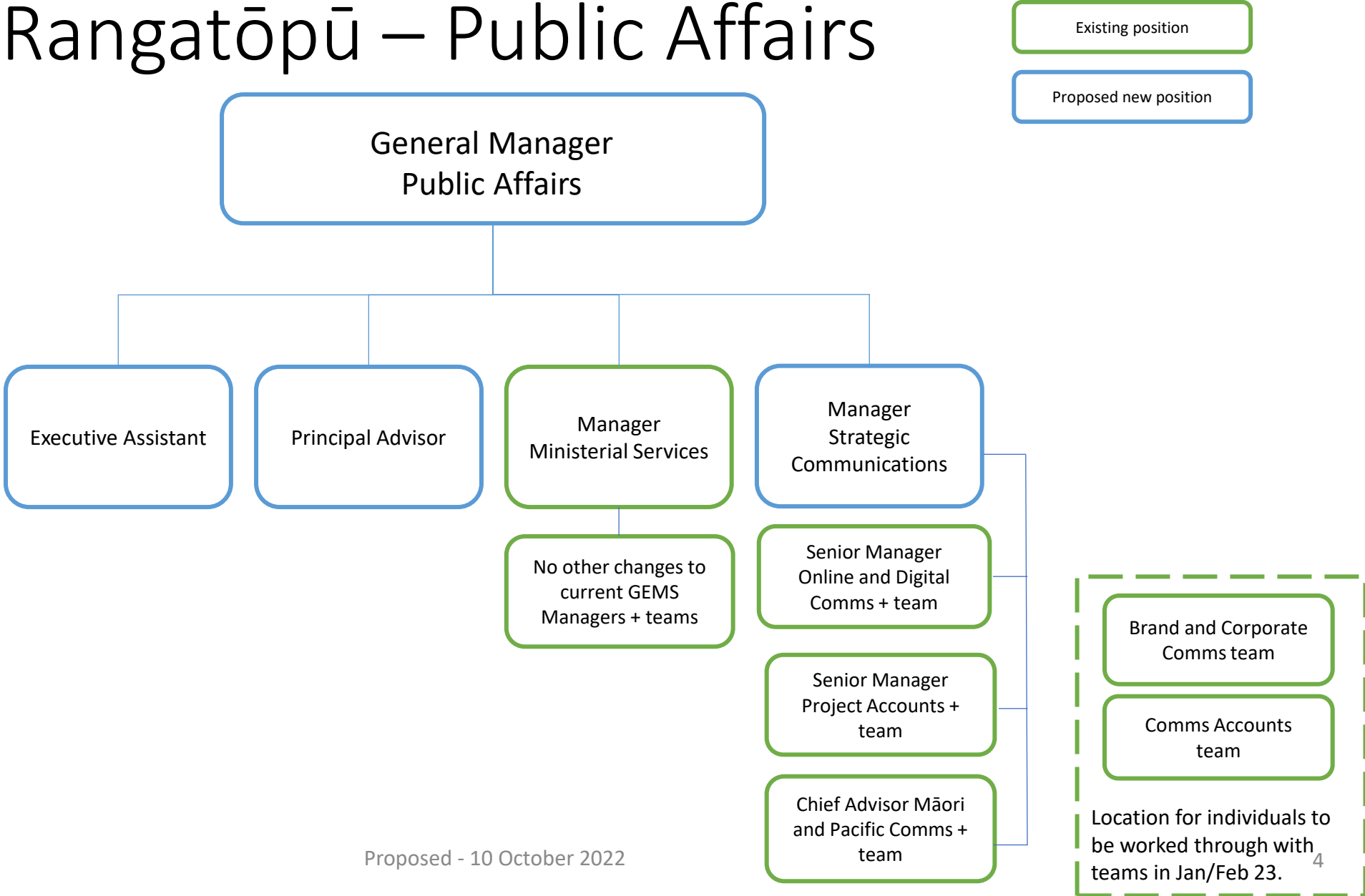
# Te Puna Rangatōpū Tier 3 Leadership team



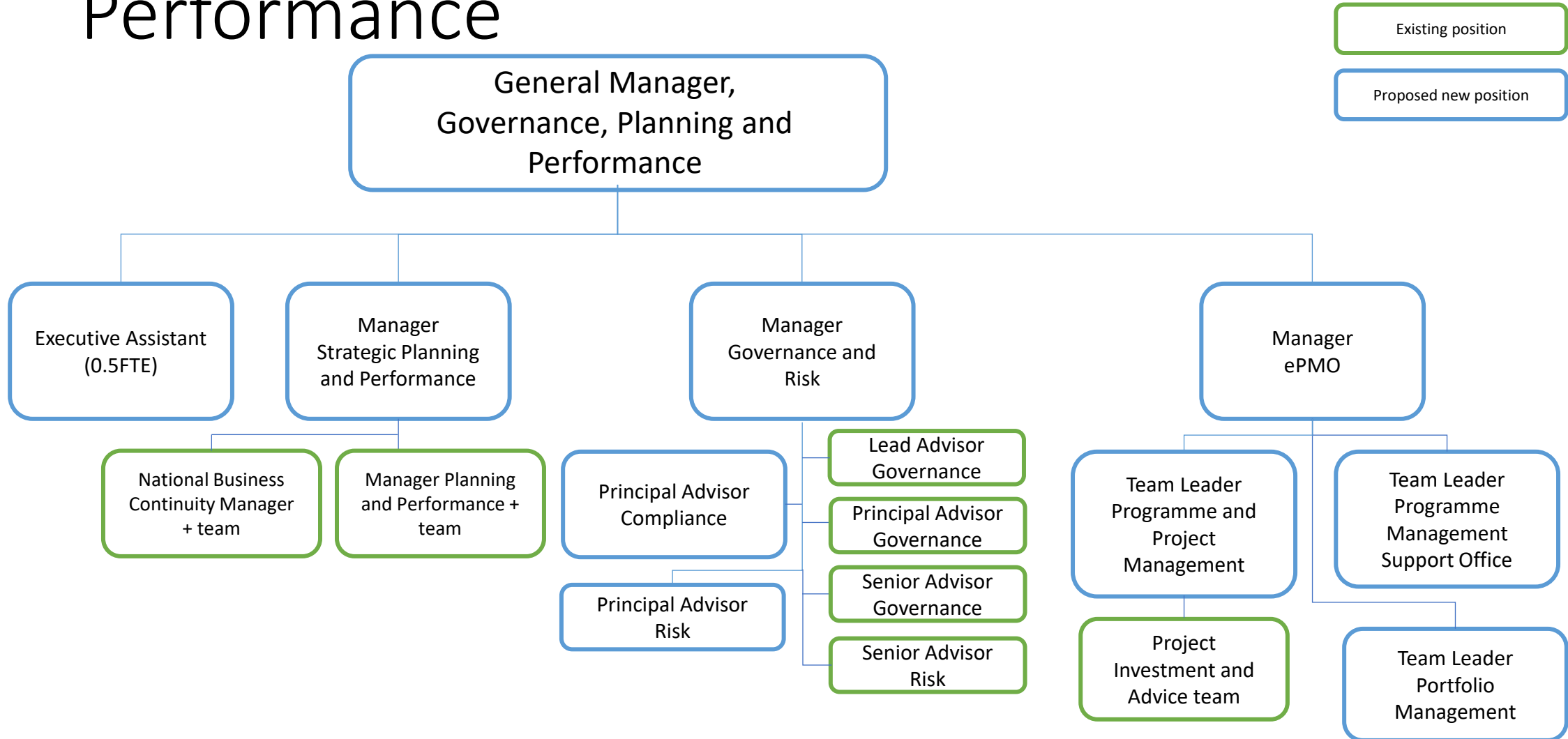
# Te Puna Rangatōpū – Legal & Privacy



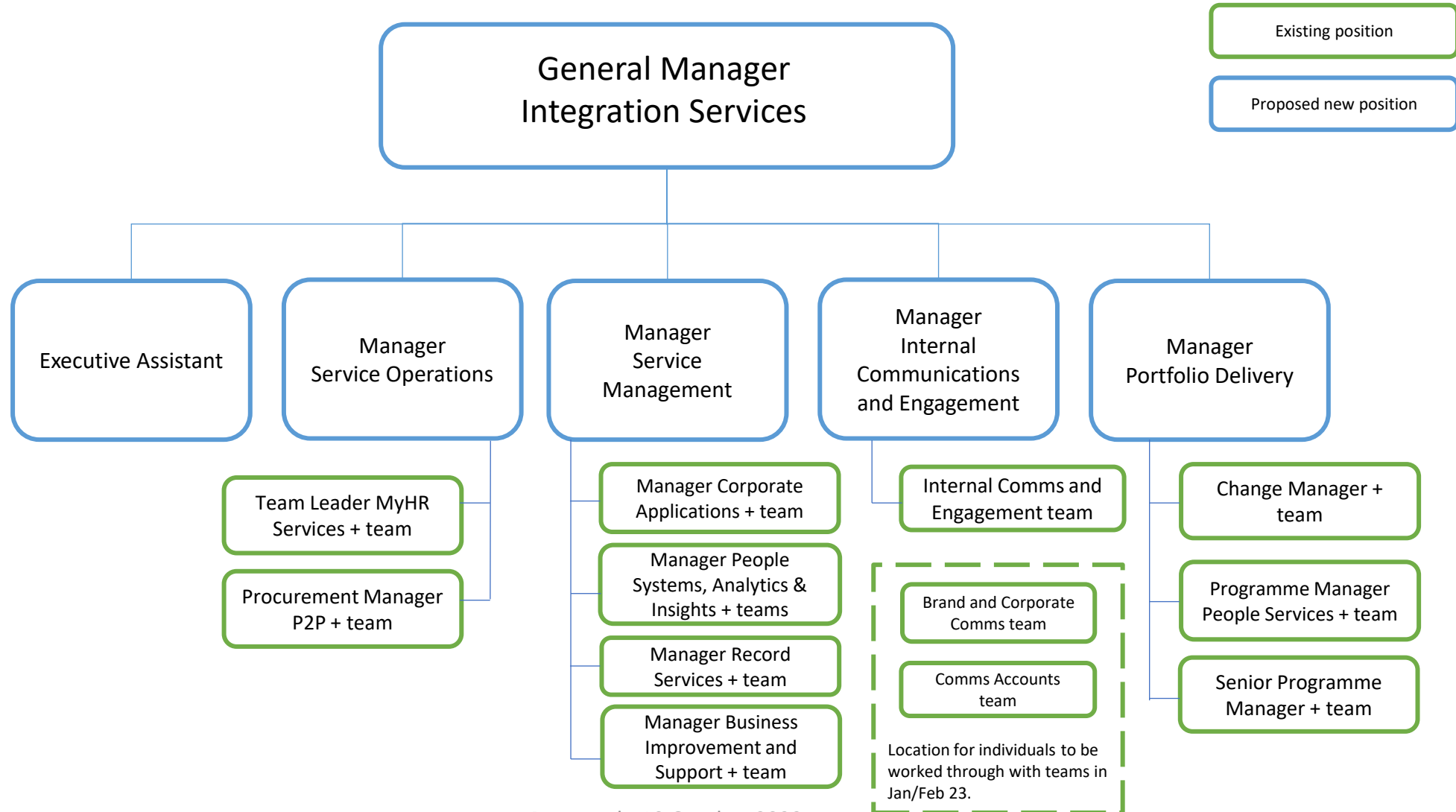
# Te Puna Rangatōpū – Public Affairs



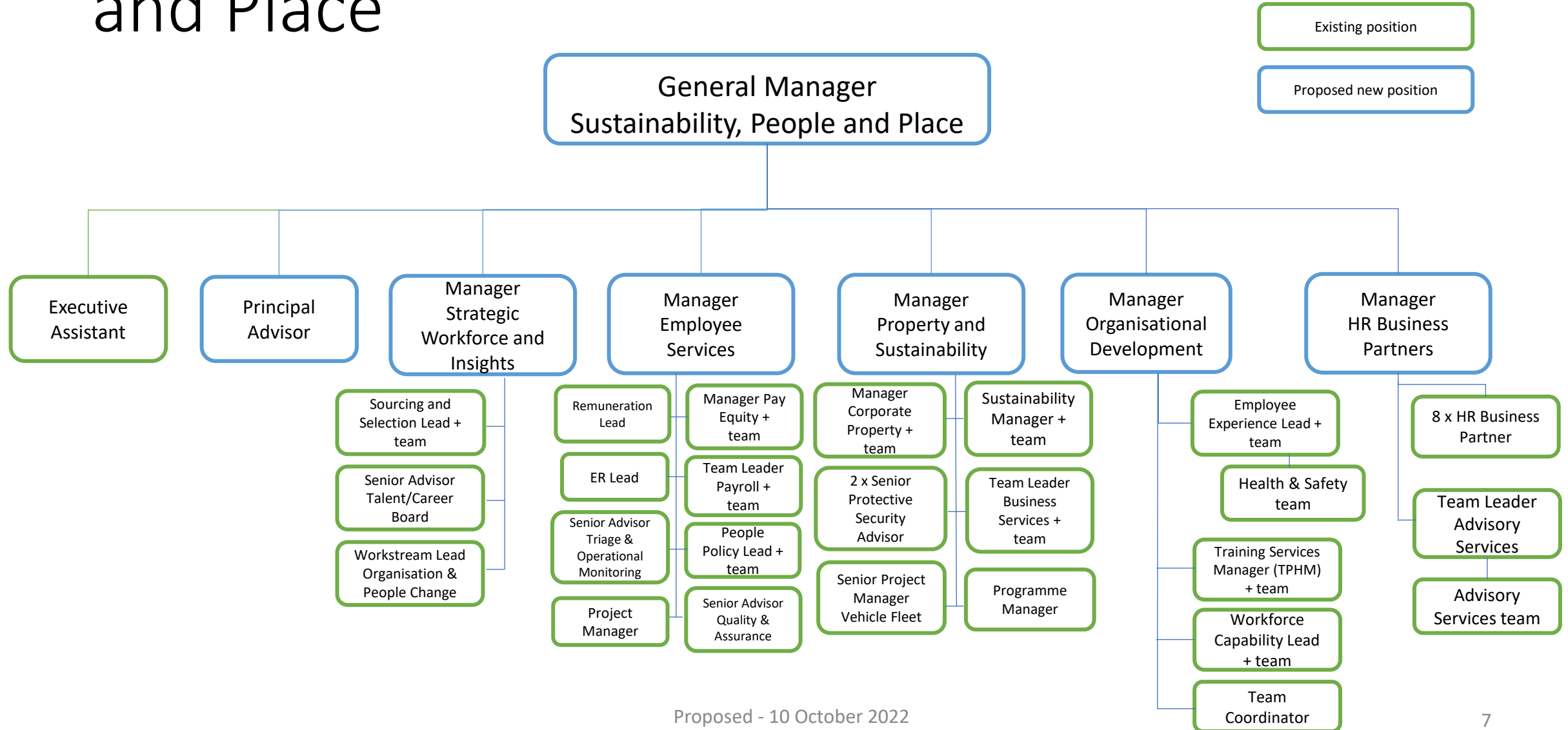
# Te Puna Rangatōpū – Governance, Planning & Performance



# Te Puna Rangatōpū – Integration Services

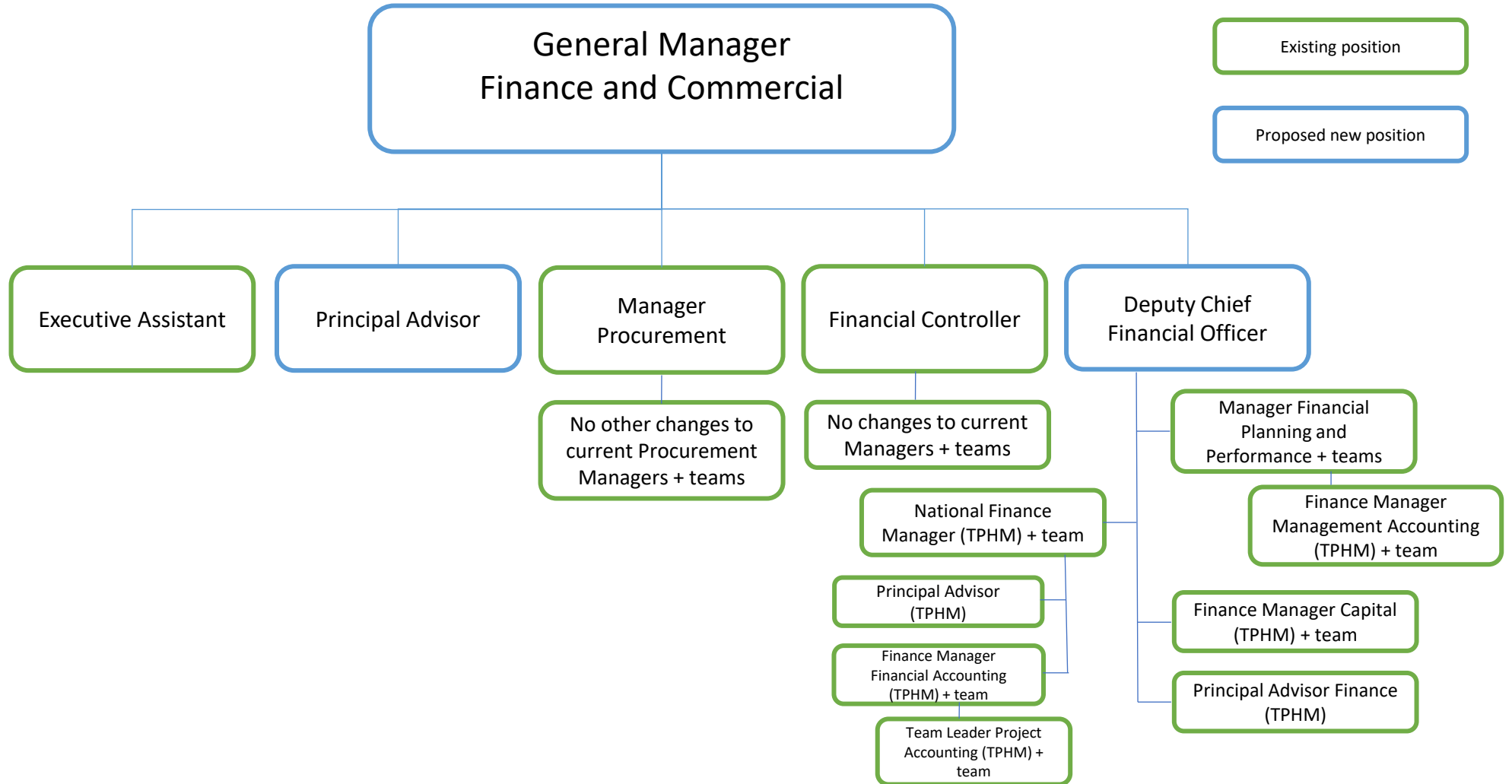


# Te Puna Rangatōpū – Sustainability, People and Place

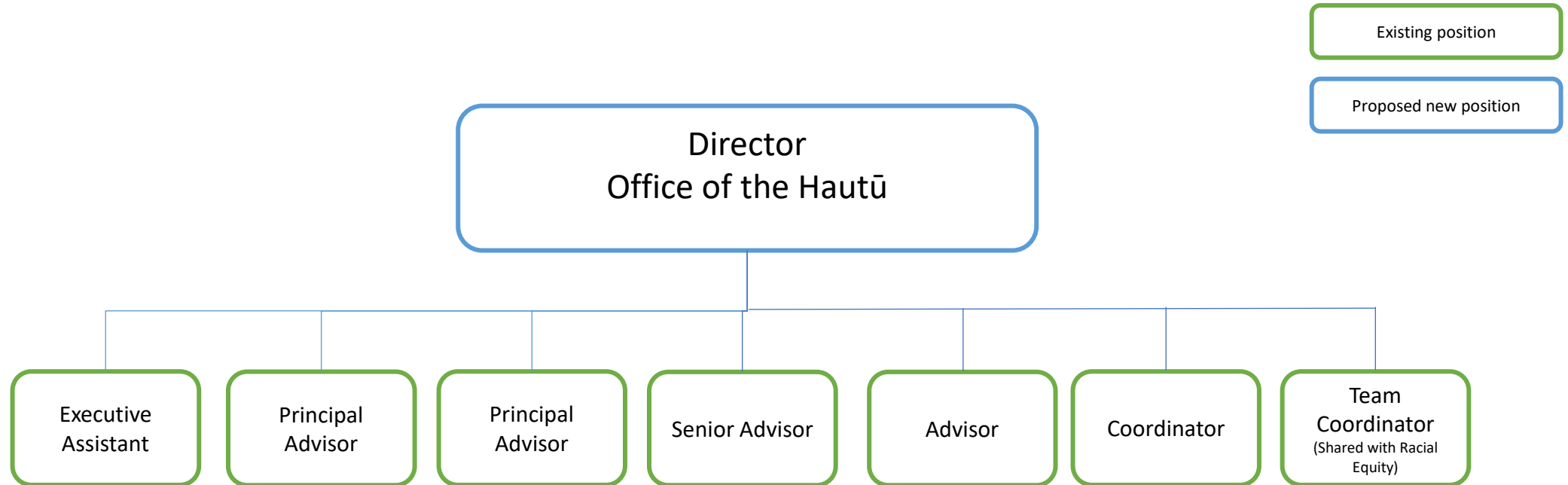




# Te Puna Rangatōpū – Finance & Commercial



# Te Puna Rangatōpū – Office of the Hautū



# Te Puna Rangatōpū – Racial Equity

