



Briefing Note: Leadership Advisors – implementation update

To:	Hon Jan Tinetti, Associate Minister of Education		
Cc:	Hon Chris Hipkins, Minister of Education Hon Kelvin Davis, Associate Minister of Education – (Māori Education) Hon Aupito William Sio, Associate Minister of Education		
Date:	5 October 2022	Priority:	Low
Security Level:	In Confidence	METIS No:	1297456
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Messaging seen by Communications team:	No	Round Robin:	No

Purpose of Report

This paper provides an update on the development of the Leadership Advisors and progress toward implementation.

Summary

- Over 1000 individuals and 17 organisations have engaged with us about the Leadership Advisors across a five-week period. This includes online and face-to-face engagements and surveys, across English medium, Kaupapa Māori and Māori Medium sectors. The key themes that emerged from the engagement are being used to inform the design.
- Separately we are engaged with Te Rūnanga Nui and Ngā Kura ā Iwi to agree a pathway, so that they will lead the detailed shape and design of the roles to best support their tumuaki..
- The Leadership Advisors will initially focus on leaders of schools. The role will be reviewed and refined over time to ensure they are providing the support principals and tumuaki need. The Leadership Advisors will work with, but not duplicate, existing roles and support from Te Mahau. This may inform a model that could be adopted for the Early Learning sector in the future.

- The available funding will enable us to recruit a total of 21 Leadership Advisors and one supporting Chief Advisor. Recruitment is commencing for the Chief Advisor and the initial 12 English Medium Leadership Advisors, so that the successful candidates can start in Term 1 2023. The five Leadership Advisor roles that will be designed by TRN and NKAI are also planned to be in place for Term 1 2023.
- A further four English Medium Leadership Advisors will be recruited to start in Term 2 2023. In response to sector feedback, the initial focus of these roles will be to investigate the leadership support needs of Māori principals leading in English Medium, Pacific principals, area school principals, and principals of rural and isolated schools.

Proactive Release

- a **agree** that the Ministry of Education release this briefing in full once it has been considered by you and key messages have been shared with Te Rūnanga Nui and Ngā Kura ā Iwi.

☒ Agree ☐ Disagree.



Isabel Evans
Hautū - Te Mahau | Te Tai Raro

05/10/2022



Hon Jan Tinetti
Associate Minister of Education

23/10/ 2022

Background

1. The Leadership Advisor roles were created as part of *Supporting All Schools to Succeed*, the Government's response to the reform of Tomorrow's Schools. The response signalled changes to be delivered over several years, including a more visible support system to support school/kura leadership by principals and tumuaki.
2. Budget 2022 provided \$22.3 million over four years to establish 21 Leadership Advisors and one supporting Chief Advisor role [METIS 1291674 refers].

The roles support English and Kaupapa Māori and Māori Medium leaders

3. The Leadership Advisor roles are being developed with the sector in two strands. One strand for English medium school leaders and the other with Te Rūnanga Nui and Ngā Kura ā Iwi for their tumuaki. The design of the roles is providing an opportunity for engagement with the sector on the supports they would like to receive.
4. We are starting by investing in the equivalent of 21 Leadership Advisor positions across English medium and Kaupapa Māori and Māori Medium sectors.

Regional leadership advisors to support leadership of English medium schools

5. The regional Leadership Advisor roles for English medium are sector facing and based in Te Mahau takiwā (regions). The Leadership Advisors will initially focus on leaders of schools, and the role will be reviewed and refined over time to provide the support leaders require. This may inform a model that could be adopted for the Early Learning sector in the future.
6. These Leadership Advisors will be supported by a Chief Advisor. This position is based within Te Puna Ohumahi Mātauranga, the Ministry's Education Workforce group, that holds Ministry oversight of schooling/sector leadership. The Chief Advisor is being recruited now.

Leadership advisors to support leadership of Kaupapa Māori and Māori Medium kura

7. The Leadership Advisor roles for Kaupapa Māori and Māori Medium kura are to be designed with the full involvement of Te Rūnanga Nui and Ngā Kura ā Iwi. The investment will be structured and evolve to best meet the needs of the Tumuaki these bodies serve, aligned to the policy intention of providing more visible support for kura leadership.
8. These Leadership Advisors will be supported by Te Tuarongo (the Ministry's Māori Education group) and connected to the Chief Advisor in Te Puna Ohumahi Mātauranga.

Significant sector involvement is shaping the roles and priorities

9. Over 1000 individuals and 17 organisations have engaged with us about the Leadership Advisor roles, informing the design of the new roles. This included engagement through online and face-to-face engagements and through online survey and workshops.

10. We engaged primarily with principals via multiple methods to provide specific input on practical details (eg., advisor locations, recruitment processes etc) and general feedback about the shape of the roles and the service. Based on what was heard from all sources of engagement, the following six key qualities and characteristics for the Leadership Advisor positions have emerged:
- Building strong relationships and trust through integrity, empathy, and supporting principals/tumuaki in their work.
 - A proven leader and connector with mana, but not necessarily the loudest voice in the room.
 - They have the active listening and communication skills to collaborate with people from different backgrounds and levels.
 - Passionate about education and principalship/leadership. An inspiring disruptor in the system with a growth mindset, that does not reinforce the status quo.
 - Innovative, agile thinker with a range of experiences to draw on in challenging scenarios who can pose proactive solutions.
 - Culturally responsive practice and knowledge, with proven ability to increase inclusivity and equity in learning environments and community.

The Leadership Advisor roles will evolve over time

11. There is some flexibility in how the roles operate across the country and in different settings, e.g., Kaupapa Māori. We anticipate that the focus and approach of the roles will change and evolve over time, reflecting the services principals and tumuaki want to receive. We are putting some shape around the role, eg. describing key characteristics but want to develop and evolve the role as we learn.
12. The Leadership Advisors will complement other roles and functions in the system, focusing on supporting the transformational role of school leaders. They will work with, and not duplicate other roles and supports in Te Mahau (eg. alongside the Education and Management advisors and Student Achievement Function). Their function also needs to complement, not duplicate, professional learning opportunities available to leaders elsewhere in the system.
13. The sector has identified four areas where further investigation is needed about the needs of principals. The areas for investigation are needs of Māori principals in English medium schools, Pacific principals, principals in rural isolated schools, and principals of Area Schools. Four of the 21 Leadership Advisor roles would lead the investigations and will be appointed in time for the start of Term 2 2023. We envisage all the Leadership Advisors will work with groups of principals, Chief Advisor and Directors of Education to lead the research that informs the role design over time.
14. The development of roles provides the opportunity in the next few years to explore a leadership model for New Zealand ie. in the context of Te Tiriti o Waitangi, a multicultural society, highly variable school and kura contexts and potentially blend on-line learning. A leadership model could be built on the ground by and for principals and tumuaki with the Leadership Advisors, and connect to other Te Mahau functions, professional learning opportunities and the professional growth cycle.

Recruitment to the Leadership Advisor roles is commencing

15. The recruitment for the Chief Advisor and the regional Leadership Advisor positions is commencing now so that the successful candidates can start in Term 1 2023.
16. We are seeking secondments from the sector to the initial twelve Leadership Advisor roles that will work in English Medium schools starting Term 1 2023. The roles will be based in the regions and report to the local Director of Education.
17. Regional panels led by the Directors of Education are being used for the recruitment of these twelve Leadership Advisors. A regional panel approach (rather than using a national panel) reflects the importance the sector placed on local leadership, regional representation, and knowledge of the expertise and credibility of candidates.
18. The target for launching the five roles to support Kaupapa Māori and Māori Medium kura tumuaki is the same ie. to start in Term 1 2023.

Key Risks and Benefits

19. There is a risk that recruitment to the roles will be challenging given the timeframes. We have a focused recruitment process. We are also working on making secondments from the sector to Te Mahau and Te Tāhuhu and other education agencies easier.
20. The level of investment in Leadership Advisors has drawn comment about its sufficiency to work across all schools and kura. There is a risk the Leadership Advisors will be spread thinly and drawn into areas where others are better placed to support. We are mitigating this by developing a distinct role and function and service design for the Leadership Advisors and considering these roles in the context of the wider work we are undertaking on our operating model.
21. Our commitment to fully involving Te Rūnanga Nui and Ngā Kura ā Iwi in the design of the provision of the Leadership Adviser roles, is set to be a significant benefit in our learning about how to give practical effect to Te Tiriti in the design and implementation. There are risks associated with this approach as we build our capability to work in new ways, and these will be understood and mitigated as we progress.

Next Steps

22. We will provide updates on progress with the development of the Leadership Advisor roles and function at key milestones.