



Briefing Note: Future Education Update

To:	Hon Chris Hipkins, Minister of Education		
Cc:	Hon Aupito William Sio, Associate Minister of Education Hon Jan Tinetti, Associate Minister of Education Hon Kelvin Davis, Associate Minister of Education		
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Drafter:	Sophie Wilson	DDI:	9(2)(a)
Key Contact:	Ross Clapcott	DDI:	
Messaging seen by Communications team:	Yes	Round Robin:	No

Purpose of Report

The purpose of this paper is to provide you with an update on the establishment programme for Te Mahau within a redesigned Te Tāhuhu o te Mātauranga | Ministry of Education, in the lead up to “Go live” on 4 October.

Summary

- The formal establishment of Te Mahau and subsequent changes to Te Tāhuhu will take place on 4 October. While our planning and engagement approaches have had to adapt in response to the current COVID situation, we are confident that the 4 October timeframe remains appropriate and achievable.
- The establishment of Te Mahau within a restructured Te Tāhuhu will be a significant change for our people. Our marking of Go live on 4 October will have an internal focus, and our planning for the day is taking into account the restrictions that may apply at different COVID alert levels.
- Ahead of the COVID lockdowns, stakeholder engagement was getting underway on how the sector wants to work with Te Mahau, and the supports and services that may be developed over time. The current focus of both the sector and Te Tāhuhu on supporting the COVID response has meant that this future-focused engagement has largely been paused (with the agreement of the sector representatives we had started engaging with).
- Our sector communications for 4 October will be low-key, and focused on providing assurance of continuity of service during the change, while reiterating our intent to

continue engaging with stakeholders on the changes at a time and in a way that works for them.

- Until 4 October, Te Tāhuhu continues to be governed and led by our current Leadership Team. Our new leadership group, Te Ohu Poutoko o Te Tāhuhu, will be in place from 4 October. Te Ohu Poutoko has started to meet together as a group to engage in the planning for the changes.
- There is a high volume of corporate and administrative system work required to support the organisational changes that come into effect on 4 October. This work is currently on track, as is our planning to ensure continuity of services (including Ministerial advice) over the change period.
- As per the Government's decision, Te Mahau will be a separately branded business unit within Te Tāhuhu. Work is underway to develop an appropriate brand approach for Te Mahau. A digital presence for Te Mahau is also being created and will be launched in time for Go live.

Proactive Release recommendation

Agree that this Briefing be proactively released following your consideration of it, with any redactions made in line with the Official Information Act 1982.

Agree

Disagree



Iona Holsted
Secretary for Education

14/09/2021



Hon Chris Hipkins
Minister of Education

28/9/2021

Background

1. The Government's 2019 response to the Tomorrow's Schools Review included a decision to establish a more responsive, accessible and integrated local support function for early learning services and schools. This was to be achieved by substantially rebalancing Te Tāhuhu o Te Mātauranga towards more regional and local support, through the establishment of a separately branded business unit (an "education service agency").
2. In June 2021 I announced my decisions for the design and establishment of Te Mahau (formerly referred to as an education service agency) within a redesigned Te Tāhuhu. We are now in the establishment phase, with the formal establishment of Te Mahau and subsequent changes to Te Tāhuhu taking place on 4 October 2021.

The establishment of Te Mahau within Te Tāhuhu o te Mātauranga

3. The establishment of Te Mahau within Te Tāhuhu o Te Mātauranga is a substantive and wide-ranging programme of work. It covers people change aspects such as the recruitment and induction of a new leadership team and supporting roles, professional learning and development opportunities for our staff, corporate and administrative system change, the formation of new business groups, and communications and branding.
4. This stage of the change programme is being led by a dedicated establishment team with a strong programme management focus. This approach means the organisational leadership can continue to focus on the ongoing delivery of services to the sector and to Ministers.
5. This paper provides updates on some of the specific components of the establishment programme.

Marking the go live for Te Mahau on 4 October

Internal events

6. On 4 October the new structure for Te Tāhuhu including Te Mahau will go live and we plan to mark this event internally. This day will represent a significant change for our people, with many of our groups changing or merging with others, and new leaders taking up their roles. Ahead of 4 October, we will make sure that groups who want to mark the transition from their current arrangements have the opportunity to do so.
7. Our planning for internal events on 4 October is taking into consideration the restrictions that could apply at different COVID alert levels. The focus of these events will be to enable our staff to celebrate their individual group's change and for us to collectively mark the next step for our organisation. The following principles underpin our approach to these events:
 - being an approach that is humble and embodies manaakitanga – especially of our people facing change
 - reflecting tikanga Māori – through process, karakia, waiata
 - being locally led – so each event can follow and reflect local kawa

8. Directors of Education will lead or delegate all aspects of marking the day in our regional offices and our senior leaders in national office will lead this in the national office in Wellington.

External communications for 4 October

9. Our sector communications for 4 October will be low-key. While consideration was given to inviting sector stakeholders to participate in events to mark the day, we decided that the significance of this particular day is primarily the change it represents for our staff. Asking sector leaders to take time away from their work (or from their break – this is the first Monday of the school holidays) to attend events on 4 October would not align with the intent for Te Mahau to be a place of humility. This approach was determined ahead of the current COVID situation, but has been reinforced by this.
10. Our communications for stakeholders will be focused on providing assurance of continuity of service, and reiterating our intent to continue engaging with them on their relationship with Te Mahau at a time and in a way that works for them.
11. We will prepare reactive Q&As in case of media interest on/around the Go live day, and will share these with your Office.

Opportunity for Ministerial involvement

12. Our staff would value hearing from Ministers about their aspirations for the change that 4 October signals for Te Tāhuhu. If Ministers would like to be involved in marking the day, we will work with your Office(s) to support this. Our recommended approach to this would be via video message, as this could be shared with all our staff and incorporated into events across the country. This would also have the benefit of not being affected by COVID levels on the day.

Te Ohu Poutoku

13. Our new leadership group, Te Ohu Poutoko o Te Tāhuhu, will be in place from 4 October. Te Ohu Poutoko has started to meet together as a group to engage in the planning for the changes. Te Ohu Poutoko includes:
 - Andy Jackson - Hautū Te Puna Kaupapahere | Policy
 - Anna Welanyk - Hautū Te Puna Ohumahi Mātauranga | Education Workforce
 - Daryn Bean - Hautū Te Tuarongo
 - Ellen MacGregor-Reid - Hautū Te Mahau | Te Poutāhū (Curriculum Centre)
 - Isabel Evans - Hautū Te Mahau | Te Tai Raro (North)
 - Jocelyn Mikaere - Hautū Te Mahau | Te Tai Whenua (Central)
 - Nancy Bell - Hautū Te Mahau | Te Tai Runga (South)
 - Sean Teddy - Hautū Te Mahau | Te Pae Aronui (Operations and Integration)
 - Scotty Evans - Hautū Te Puna Hanganga, Matihiko | Infrastructure and Digital
 - Zoe Griffiths - Hautū Te Puna Rangatōpū | Corporate

Corporate system change for 4 October

14. There is a high volume of corporate and administrative system change work to do in preparation for 4 October. This work requires a restructure of the Ministry's corporate systems ranging from financial and human resource delegations to updating internal Ministry communication pathways. This work is currently on track and we have completed reordering statutory delegations to match the new Ministry design. An overview of the changes underway are outlined in Annex 1.

15. We are also undertaking planning across the Ministry based on a RASCI matrix (Responsible, Accountable, Supporting, Consulted and Informed), to ensure continuity of key services, including advice and services for Ministers, over the change period.

Stakeholder engagement

16. Ahead of the COVID lockdowns, stakeholder engagement was getting underway on how the sector wants to work with Te Mahau, and the supports and services that may be developed over time.
17. At a national level this included initial conversations with the schooling peak bodies, Rāngai Reo Māori, and the Early Childhood Advisory Council to discuss the changes and find out how they wanted to engage with us on these. Following this, we held a half-day workshop with the schooling peak bodies about Te Mahau and the changes to Te Tāhuhu on 29 June. A further workshop with this group was scheduled for 18 August but was postponed due to the Level 4 lockdown.
18. Our first regional engagement on Te Mahau took place in Auckland, and brought together the sector stakeholders who had previously worked on the Urgent Response Fund with our Auckland Director and team.
19. The plan for further engagements across the country led by our regional directors has been disrupted by the COVID lockdowns. This will be continued as and when sector leaders in each region are in a position to engage with us on this.

Budget 21 resources

New frontline advisory roles

20. A focus of discussions at our 29 June workshop with the schooling peak bodies was on the priorities for the new Te Mahau advisory roles funded through Budget 21. At that session we undertook to develop three “straw person” models for the roles – a further Curriculum Lead role (possibly focused on STEM); a Tumuaki | Principal advisor role; and a learner engagement role. Our work on this was shared with the peak bodies with the intent to discuss this at our 18 August workshop (since postponed).
21. We have confirmed with the peak bodies that they would like to put the work on developing these roles on pause, as their and their colleagues’ time and effort are taken up with the COVID response right now. We will restart this work as soon as the peak bodies and other sector representatives are ready.
22. We see the process of working with the sector to understand its priorities for the supports it wants to receive from Te Mahau as an important opportunity to signal and start building a new way of working together.

Regional discretionary fund

23. Budget 21 also established a fund of \$10-15 million per annum to provide our regional teams with more flexibility to respond to local needs. Work is currently underway with our regional directors to determine appropriate regional allocations and parameters for the use of this discretionary fund.

Secondments from the sector into Te Mahau

24. One of the intentions for Te Mahau is that it will have a “porous interface” with the sector so it is easier for us to share people and knowledge, for example, through secondments and exchanges from across the sector. Secondments from the sector into roles in Te Mahau was a particular area of interest at our Auckland regional engagement, and was also on the agenda for discussion at the (postponed) 18 August workshop with the peak bodies.
25. While sector secondments (and similar arrangements) into Te Tāhuhu are already possible and take place under our current settings, to date we have only had a very small number of these arrangements in place at any given time. There is significant potential to increase this, and we will work with the sector on how we can remove barriers and make these arrangements much more widespread. While the focus will be on creating permeability between Te Mahau and the sector in the first instance, we expect this work will help open up opportunities for sector secondments across Te Tāhuhu more broadly.
26. Growing visibility for the sector of the availability of secondment opportunities (eg.by using channels like the Education Gazette to promote these) will be an important aspect of this work. There are also challenges we’ll need to navigate including aligning the timing of secondment opportunities with dates that work well in terms of the school calendar; backfill arrangements for sector secondees, which can be much more challenging to manage for certain roles/situations (eg. in smaller schools); and the ability to provide remuneration at a level that is attractive, particularly for senior sector leaders.
27. All of these are matters that can be worked through, and we are keen to keep engaging with the sector (when appropriate) on how we can work together on this. We are also engaging with other agencies and organisations that have education sector secondments, such as the Teaching Council, Education Review Office, Universities and The Royal Society to learn more about what works well in these arrangements.

Brand

28. As per the Government’s decision, Te Mahau will be a separately branded business unit within Te Tāhuhu. Work is underway to develop the brand approach for Te Mahau.
29. We have not undertaken any significant rebranding for our organisation since it was established in 1989. Our most recent brand update was in 2014 when we worked with a design company to modify the Te Tāhuhu o te Mātauranga logo that had been in use since 1989, to give it a more contemporary look.
30. We have contracted a design company with te ao Māori design expertise to work with us on our brand approach. As part of the brand development, the design company is running internal workshops and testing draft concepts with our people.
31. We will spend \$100,000 for the design company to turn the reform intent and organisational change for Te Mahau into a visual language and branding tools including logos, colours, and brand guidelines, as well as designs for some specified uses (including a sub-brand for Te Poutāhū | The Curriculum Centre). This work may also include some revision of our Te Tāhuhu o Te Mātauranga branding. A further \$20,000 has been allowed for photography and imagery as required to support the application of the brand across our channels.

32. We will take a phased approach to rolling out the new brand, with a digital based launch from 4 October. Rebranding non-digital items will be managed as they come up for replacement or republication. A rationalisation of current sub-brands will create a more streamlined approach and provide cost savings.

Te Mahau digital presence

33. We have two interlinked projects underway to develop a digital presence for Te Mahau. This includes developing a Te Mahau landing site at temahau.govt.nz. This website will be built over time, but from Go live on 4 October it will provide quick navigation to the most frequently used applications and information for the sector and whānau.
34. The related project is the development of a Te Mahau digital service portal. This will be personalised to the role of the user (e.g. principal, teacher, Te Mahau frontline advisor) and will provide them with one channel for accessing the services and information that's important to their role. This has significant potential to provide a better "user experience" for the sector, and through that to support the building of strong working relationships between the sector and Te Mahau.
35. We intend to test a "Minimum Viable Product" version of the service portal with a small number (up to ten) schools in the Waikato and Wellington regions, and have been planning toward this MVP being available to those schools from 4 October. The COVID lockdown has however impacted the ability of the schools to engage with the trial as originally planned. We are still confirming the impact of this on the timeline, and we are ready to progress as soon as schools indicate they're in a position to work with us on this.

Annexes

- Annex 1: Corporate Systems Change – Task Delivery Plan

Task Delivery Plan

Corporate System Changes Workstream

Corporate System Changes Workstream			RAG			Activities (week commencing)						Current week	Scheduled for delivery			Week delivered			TASK Completed			
Functional Area	Task	Priority	Prev	Curr	Fur	19-Jul	26-Jul	2-Aug	9-Aug	16-Aug	23-Aug	30-Aug	6-Sep	13-Sep	20-Sep	27-Sep	4-Oct	11-Oct	18-Oct	25-Oct		
Finance	Responsibility Centres	High (must)																				
	Financial delegations	High (must)																				
	Chart of accounts	High (must)																				
	Budgets	High (must)																				
	Transactional Processing: payments (payroll/ supplier)	High (must)																				
	Reporting: Treasury and Statutory/Stakeholder/ Management	Low (could)																				
	Transactional Processing: journals, etc (not payments)	Medium (should)																				
	Procurement	ProcurEd Active Contracts	High (must)																			
ProcurEd Active Proc Projects		High (must)																				
Oracle Fusion		High (must)																				
Actual Contract Documents		Medium (should)																ongoing				
ICT	Corporate Systems impacted:																					
	DLs - Corp Owned	High (must)																				
	Teams and Chats	High (must)																				
	Webservices: JIRA	High (must)																				
	Webservices - Te Tāhuhu	Medium (should)																				
	Webservices - Confluence pages	Medium (should)																				
	Active Directory	High (must)																				
	Webservices - People Finder	High (must)																				
	Service Desk Portal	High (must)																				
	IT Asset Report	Medium (should)																				
Business Services	EMOG and Emergency Management	High (must)																				
	FileNet	High (must)																				
	Travel bookings -arrangers / approvers	Medium (should)																				
	Travel reporting	Low (could)																				
	Taxi booking/reporting	Medium (should)																				
Strategy Planning and Governance	Statutory Delegations	High (must)																				
	GEMS processes	High (must)																				
	Bluestar - printing	High (must)																				
	Briefing for In-coming DepSec	High (must)																				
BES Dep Sec Office	Select Committee Questions	High (must)																				
	Briefing for In-coming DepSec	High (must)																				
Accommodation	Offices of the Hautū - Deputy Secretary:	High (must)																				
	Regional Offices:	High (must)																ongoing				
	National Offices:	High (must)																				

